

## Organizational Work Environmental Health and Employee Work Morale: The Role of Organizational Citizenship Behavior, Physical Work Environment, and Diagonal Communication

Genita Gracia Lumintang\*, Maria V. J. Tielung, Mac Donald B. Walangitan

*Department of Management, Faculty of Economics and Business, Sam Ratulangi University – Indonesia*

\*Corresponding author: [genitalumintang@unsrat.ac.id](mailto:genitalumintang@unsrat.ac.id)

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**Abstract.** Employee work morale in public organizations is not shaped solely by individual motivation, but also by the quality of the work environment, social behavior, and communication patterns within the organization. This study examines the contribution of Organizational Citizenship Behavior (OCB), physical work environment, and diagonal communication to employee work morale at the Regional Revenue Agency of Manado City. A quantitative approach with an explanatory research design was employed. The study involved 86 employees selected through a saturated sampling technique. Data were collected using questionnaires and analyzed through multiple linear regression. The results show that OCB has a positive and significant effect on employee work morale, with a regression coefficient of 0.058 and a significance value of 0.008. The physical work environment also has a positive and significant effect, with a regression coefficient of 0.071 and a significance value of 0.006. Diagonal communication emerged as the strongest influencing variable, as indicated by a regression coefficient of 0.582, a significance value of 0.001, and a Standardized Beta value of 0.350. Simultaneously, the three variables significantly affect employee work morale, with an F-value of 18.500 and a significance value of 0.000. The R Square value of 0.404 indicates that OCB, physical work environment, and diagonal communication explain 40.4% of the variation in employee work morale, while the remaining 59.6% is influenced by other factors outside the model. These findings suggest that improving employee work morale should be directed toward strengthening extra-role behavior, enhancing the quality of the physical work environment, and developing more open and responsive cross-unit communication. This study extends the understanding that organizational work environmental health is not limited to physical office conditions, but also includes social relations and communication mechanisms within public organizations.

**Keywords:** Diagonal communication; Employee work morale; Organizational Citizenship Behavior; Physical work environment; Work environmental health

### INTRODUCTION

The performance of public organizations is strongly influenced by how they develop work environments that support employees physically, socially, and psychologically. The workplace does not merely function as a location where tasks are performed; it also serves as an environment that shapes employee comfort, interaction, motivation, and behavior. A well-managed work environment can help employees perform their duties more effectively by providing safety, order, and support for work activities (Zhenjing et al., 2022). In office-based organizations, the physical condition of the workspace is increasingly important because employees spend most of their working time in that environment (Kazlauskaitė et al., 2023).

In environmental studies, the workplace can be understood as part of the organizational environment that is directly related to employee health and comfort. Indoor environmental quality includes several elements, such as temperature, lighting, acoustics, spatial layout, and air quality, all of which influence the user experience in the workplace (Fissore et al., 2023). Indoor air quality also requires attention because air conditions in office spaces may be associated with respiratory health, comfort, and employee well-being (Parhizkar et al., 2023).

In addition to air quality, the form and arrangement of workspace also determine how employees experience their work environment. Office design that does not align with work needs may disrupt comfort, influence social interaction, and affect employees' emotional conditions (Bodin Danielsson & Theorell, 2024). Changes in workspace layout and the application of ergonomic principles can also shape employees' perceptions of occupational safety and health (Wahlström et al., 2024). Therefore, the physical work environment should be treated as part of organizational strategy, not merely as a supporting facility.

A supportive work environment is not built solely through physical aspects. Social relationships, perceptions of work, and employees' experiences in interacting with the organization are also part of the work environment that affects well-being. A work environment that provides both physical and social support can improve comfort and strengthen employee well-being (Dumitriu et al., 2025). In the context of modern organizations, a green work environment and work engagement may also serve as links between the work environment and employee performance (Nusraningrum et al., 2024).

One social element that can strengthen the organizational environment is Organizational Citizenship Behavior, or OCB. OCB refers to voluntary employee actions that are not directly required as formal duties but can help the organization operate more effectively (Fan et al., 2023). Behaviors such as helping coworkers, maintaining responsibility, showing concern, and participating in organizational interests can create a more supportive work atmosphere (Santos et al., 2023). Therefore, OCB can be positioned as a form of social behavior that strengthens the quality of the organizational work environment.

In the development of the literature, OCB has also been linked to environmental issues through the concept of Organizational Citizenship Behavior toward Environment, or OCBE. This concept emphasizes voluntary employee behavior that supports environmental concern and sustainability practices within the organization (Azam et al., 2022). Green-oriented leadership can also encourage employees to demonstrate organizational citizenship behavior that supports environmental values through motivation, values, and psychological perceptions (Liu & Yu, 2023). This perspective indicates that employee behavior can become part of organizational efforts to maintain an orderly, healthy, and sustainable work environment.

Green-oriented human resource management practices also contribute to shaping employees' environmentally responsible behavior. Organizational policies that encourage a green lifestyle can strengthen citizenship behavior that supports sustainability (Meng et al., 2023). In local government organizations, such behavior is important because public officials are not only responsible for administrative duties but also contribute to shaping work culture and organizational governance that considers the quality of the work environment (Jankelová et al., 2025).

In addition to employee behavior and physical conditions, communication is an important element in developing a healthy work environment. Diagonal communication allows the exchange of information across positions and units, enabling work coordination to occur more flexibly. Feedback from employees to the organization can help improve the work climate and maintain employee stability (Urbancová et al., 2024). Effective internal communication can also increase employee engagement because employees feel informed, listened to, and valued by the organization (Tkalac Verčič & Men, 2023).

In public organizations, diagonal communication is relevant because work cannot always be completed through vertical communication channels. Many organizational activities require cross-field coordination, rapid information exchange, and the delivery of work-related constraints to parties who are not always within a direct chain of command. Open internal communication can strengthen employee–organization relationships and increase work engagement (Lee et al., 2022). Recent studies also show that internal communication and employee engagement are interrelated in supporting organizational success (Nadales-Gallego et al., 2025).

Work morale is an important indicator in public service organizations because it is related to employees' willingness to work with discipline, responsibility, and productivity. The work environment and communication have been shown to influence work morale and affect

employee performance (Agung Dwi Nugroho & Tri Wahjoedi, 2024). At the same time, environmental quality in non-residential buildings remains an important concern because users' perceptions of indoor quality can shape their experiences while working (Carton et al., 2026). Thus, work morale can be understood as the result of interaction among physical conditions, social behavior, and organizational communication patterns.

The Regional Revenue Agency of Manado City is a public institution responsible for regional revenue management, administrative services, cross-unit coordination, supervision, control, evaluation, and reporting. These responsibilities require employees who are able to work with high morale so that public service objectives and organizational targets can be achieved. In this context, employee work morale should not be viewed merely as a personal drive, but also as a response to the physical work environment, the quality of social relationships, and the communication patterns that develop within the organization.

Several studies have examined the work environment, OCB, internal communication, and work morale. However, there remains room for further investigation. First, the work environment is often positioned as a general human resource management variable and has not been specifically framed as part of organizational environmental health. Second, discussions of OCBE have developed in the context of green organizations, but the relationship between conventional OCB, the physical work environment, and work morale in local public organizations has received limited attention. Third, internal communication is often discussed in general terms, while diagonal communication as cross-position and cross-unit communication is rarely positioned as a social mechanism for improving the quality of the work environment.

Based on these gaps, this study offers novelty by integrating OCB, the physical work environment, and diagonal communication in explaining employee work morale from an environmental perspective. The physical work environment in this study is not understood merely as office facilities, but as an element of organizational environmental health related to employee comfort, behavior, and motivation. In addition, diagonal communication is positioned as a social channel that enables employees across units and positions to convey information, constraints, and input related to work and workplace conditions. By focusing on the Regional Revenue Agency of Manado City, this study is expected to expand scholarly discussion on the relationship between humans and the work environment in public organizations.

## **MATERIALS AND METHODS**

This study was designed as quantitative research with an explanatory approach. This design was used because the study focused on examining the influence of independent variables on the dependent variable based on numerical data obtained from respondents. Through this approach, the study sought to explain the contribution of Organizational Citizenship Behavior (OCB), physical work environment, and diagonal communication to employee work morale.

The study was conducted at the Regional Revenue Agency of Manado City. This institution was selected because its work characteristics involve administrative services, regional revenue management, and continuous coordination across organizational units. In the context of organizational work environmental health, the Regional Revenue Agency of Manado City can be viewed as a work setting consisting not only of physical elements but also of social and behavioral elements. The physical elements include workspace conditions, lighting, temperature, cleanliness, facilities, and comfort. The social elements are reflected in patterns of interaction and communication among employees within units and across units. The behavioral elements are reflected in employees' willingness to help colleagues, maintain order, cooperate, and contribute beyond their formal obligations.

The population of this study consisted of all employees of the Regional Revenue Agency of Manado City, totaling 86 people. All members of the population were used as respondents because the total population was still accessible as a whole. Therefore, the sampling technique used in this study was saturated sampling. This technique enabled the study to obtain a more comprehensive description of employee conditions in the institution under investigation.

This study involved three independent variables, namely OCB, physical work environment, and diagonal communication. The dependent variable was employee work morale. OCB was understood as voluntary employee behavior that goes beyond core job duties while still benefiting organizational effectiveness. The physical work environment referred to the physical conditions of the workplace that may support or hinder employee comfort, health, and work motivation. Diagonal communication referred to the exchange of information across positions and units that is not always located within a direct chain of command. Meanwhile, employee work morale was understood as a psychological drive reflected in enthusiasm, discipline, responsibility, and willingness to work productively. The operationalization of the variables is presented in Table 1.

**Table 1.** Operationalization of Research Variables

Variable	Operational Definition	Indicators	Scale
Organizational Citizenship Behavior / OCB (X1)	Voluntary behavior performed by employees beyond formal job duties that supports organizational effectiveness and creates a positive social work environment.	Helping colleagues, compliance with rules, responsibility, sportsmanship, and participation in organizational interests.	Likert
Physical Work Environment (X2)	Physical conditions surrounding the workplace that may influence employee comfort, health, and work morale.	Lighting, room temperature, air circulation, cleanliness, safety, noise, work facilities, and workspace movement.	Likert
Diagonal Communication (X3)	Communication across positions and work units that does not always occur within a direct chain of command but supports organizational coordination.	Smooth cross-unit information flow, communication openness, message clarity, coordination speed, and communication of work constraints.	Likert
Employee Work Morale (Y)	A psychological condition reflected in employee enthusiasm, seriousness, discipline, and willingness to work productively.	Work enthusiasm, discipline, cooperation, responsibility, loyalty, and work productivity.	Likert

Data were collected by distributing questionnaires to all respondents. The questionnaire items were developed based on the indicators of each variable and were measured using a Likert scale. This scale was used to capture respondents' levels of agreement regarding OCB, physical work environment, diagonal communication, and employee work morale.

The research instrument was tested before the main analysis was conducted. Validity testing was used to ensure that each questionnaire item adequately represented the variable being measured. Reliability testing was used to determine the consistency of the instrument in generating respondent answers. The instrument was considered appropriate for use when it met the criteria for validity and reliability.

Data processing was carried out using descriptive analysis and multiple linear regression. Descriptive analysis was used to identify the tendency of respondents' answers for each variable. Multiple linear regression was used to examine the influence of OCB, physical work environment, and diagonal communication on employee work morale. The testing was conducted both partially and simultaneously.

The number of respondents in this study was 86, with three independent variables. Based on this number, the residual degree of freedom was calculated using the formula  $df = n - k - 1$ , resulting in  $df = 86 - 3 - 1 = 82$ . Thus, the simultaneous test used  $df1 = 3$  and  $df2 = 82$ , while the partial test used  $df = 82$ .

The regression model used in this study is as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Where:

Y = Employee work morale

a = Constant

X<sub>1</sub> = Organizational Citizenship Behavior

X<sub>2</sub> = Physical work environment

X<sub>3</sub> = Diagonal communication

b<sub>1</sub>, b<sub>2</sub>, b<sub>3</sub> = Regression coefficients

e = Error term

Hypothesis testing was conducted using the t-test, F-test, and coefficient of determination. The t-test was used to assess the influence of each independent variable on employee work morale. The F-test was used to assess the simultaneous influence of the three independent variables. The coefficient of determination was used to determine the extent to which the model explained variations in employee work morale.

Through this research design, employee work morale was positioned as the result of interactions among social behavior, physical workplace conditions, and organizational communication patterns. Accordingly, OCB, physical work environment, and diagonal communication were positioned as components that shape a healthy, open, and productivity-supporting organizational work environment.

## RESULTS AND DISCUSSION

### Research Results

Multiple linear regression was used to examine the contribution of Organizational Citizenship Behavior (OCB), physical work environment, and diagonal communication to employee work morale at the Regional Revenue Agency of Manado City. The analysis was conducted to assess the individual effect of each independent variable and the simultaneous effect of the three independent variables on the dependent variable. The summary of the regression results is presented in Table 2.

**Tabel 2.** Results of Multiple Linear Regression Analysis

Variable	B	Std. Error	Beta	t-value	Sig.	Description
Constant	1.25	0.35	-	3.571	0.001	-
OCB (X1)	0.058	0.021	0.215	2.719	0.008	Significant
Physical Work Environment (X2)	0.071	0.025	0.23	2.821	0.006	Significant
Diagonal Communication (X3)	0.582	0.171	0.35	3.413	0.001	Significant

Based on Table 2, the regression equation obtained in this study is as follows:

$$Y = 1,250 + 0,058X_1 + 0,071X_2 + 0,582X_3 + e$$

The equation indicates that the constant value is 1.250. This means that when OCB,

physical work environment, and diagonal communication are assumed to remain unchanged, employee work morale has a baseline value of 1.250. The regression coefficient of OCB is 0.058, indicating that an increase in employees' extra-role behavior is associated with an increase in work morale by 0.058 units, assuming the other variables remain constant.

The coefficient of the physical work environment is 0.071. This value indicates that improvement in workplace physical conditions is associated with an increase in employee work morale by 0.071 units, assuming the other variables are constant. Meanwhile, diagonal communication has a coefficient of 0.582, which means that better cross-position and cross-unit communication is associated with a higher increase in employee work morale compared with the other variables in the model.

The partial test shows that OCB has a t-value of 2.719 and a significance value of 0.008. Since the probability value is below the 5% significance level, OCB has a statistically significant effect on employee work morale. The physical work environment has a t-value of 2.821 and a significance value of 0.006, indicating that physical workplace conditions also have a significant effect on employee work morale. Diagonal communication has a t-value of 3.413 and a significance value of 0.001, showing that diagonal communication significantly contributes to employee work morale.

The simultaneous test produced an F-value of 18.500 with a significance value of 0.000. This result indicates that OCB, physical work environment, and diagonal communication jointly explain changes in employee work morale. Thus, employee work morale is not formed by a single factor, but by the interaction of employee behavior, workplace conditions, and organizational communication patterns.

The R Square value of 0.404 shows that the three independent variables explain 40.4% of the variation in employee work morale. The remaining 59.6% is influenced by other variables not included in the research model. After adjustment for the number of variables and respondents, the Adjusted R Square value of 0.382 indicates that the model retains an explanatory power of 38.2%.

The Standardized Beta values show that diagonal communication has the strongest relative contribution, with a value of 0.350. This value is higher than that of the physical work environment, which is 0.230, and OCB, which is 0.215. Therefore, diagonal communication can be interpreted as the most prominent factor in strengthening employee work morale in this research model.

## DISCUSSION

### *The Effect of OCB on Employee Work Morale*

OCB was found to be one of the factors that supports employee work morale at the Regional Revenue Agency of Manado City. The regression coefficient of 0.058, t-value of 2.719, and significance value of 0.008 indicate that employees' extra-role behavior makes a meaningful contribution to work morale.

This finding suggests that employees who are willing to help colleagues, comply with organizational rules, maintain responsibility, and participate in organizational interests tend to strengthen a more positive work atmosphere. Such behavior may not always be formally required, but it can support work continuity, strengthen interpersonal relations, and create a more cooperative work climate.

From the perspective of organizational work environmental health, OCB can be understood as a social component of the work environment. The work environment is not determined only by workspace, facilities, lighting, temperature, or cleanliness, but also by the quality of social relationships among employees. When employees support one another and

show collective responsibility, the organization develops a more conducive work climate.

At the Regional Revenue Agency of Manado City, OCB is important because employees' tasks are closely related to public service, administration, and regional revenue management. These activities require cooperation, accuracy, and coordination. Therefore, extra-role behavior can help reduce work obstacles, accelerate task completion, and create a social environment that supports employee work morale.

### ***The Effect of Physical Work Environment on Employee Work Morale***

The physical work environment also contributes significantly to employee work morale. The regression coefficient of 0.071, t-value of 2.821, and significance value of 0.006 indicate that workplace physical conditions have a positive and significant relationship with employee work morale.

This result shows that a better physical work environment can encourage employees to work more comfortably. Lighting, room temperature, air circulation, cleanliness, safety, noise level, work facilities, and workspace movement are elements that influence employees' work experience. When these elements are properly managed, employees are more likely to work with greater focus and more stable work energy.

In this study, the physical work environment is not interpreted merely as office facilities, but as part of organizational work environmental health. A clean, safe, and well-arranged workspace can support both physical comfort and psychological comfort. Conversely, an inadequate workspace may create discomfort, reduce concentration, and weaken employees' motivation to complete their work.

For public service organizations, the quality of the physical environment is important because employees are required to perform tasks carefully, orderly, and continuously. At the Regional Revenue Agency of Manado City, administrative services, supervision, evaluation, and reporting require supportive work conditions. Therefore, improving the physical work environment can become an organizational strategy to maintain employee work morale.

### ***The Effect of Diagonal Communication on Employee Work Morale***

Diagonal communication had the strongest relative contribution in this study. The regression coefficient of 0.582, t-value of 3.413, significance value of 0.001, and Standardized Beta value of 0.350 indicate that cross-position and cross-unit communication plays an important role in shaping employee work morale.

Diagonal communication is important because work in public organizations often involves many units and cannot always be completed through vertical communication channels. Employees need access to information from other units, opportunities to communicate work constraints, and coordination spaces with parties from different positions or functions. When cross-unit communication works effectively, the work process becomes faster and the potential for misunderstanding can be reduced.

In the context of the organizational environment, diagonal communication can be viewed as a social channel that connects different parts of the institution. Open communication allows employees to express information, needs, concerns, and suggestions related to work and workplace conditions. Employees who feel heard and involved are more likely to develop a stronger sense of belonging to the organization.

At the Regional Revenue Agency of Manado City, diagonal communication is highly relevant because various organizational functions are interconnected. Planning, service delivery, supervision, control, evaluation, and reporting require clear and rapid information exchange. Therefore, effective diagonal communication can strengthen coordination, improve the quality of the organizational social environment, and enhance employee work morale.

### *The Simultaneous Effect of OCB, Physical Work Environment, and Diagonal Communication on Employee Work Morale*

The simultaneous test shows that OCB, physical work environment, and diagonal communication jointly influence employee work morale. The F-value of 18.500 with a significance value of 0.000 indicates that the three variables form a statistically acceptable model for explaining employee work morale.

This finding shows that employee work morale does not stand alone as an individual drive. It is formed through the interaction of several organizational elements. OCB provides support through positive social behavior. The physical work environment provides support through workplace comfort and health. Diagonal communication provides support through information openness and cross-unit coordination.

The model contribution of 40.4% indicates that the three variables play an important role in explaining employee work morale. However, 59.6% of the variation in work morale comes from other factors outside this study. These factors may include leadership, compensation, workload, organizational culture, job satisfaction, motivation, career development, and employees' personal characteristics.

From an environmental perspective, this result shows that the organizational work environment is multidimensional. The work environment does not only refer to physical office conditions, but also includes social behavior and communication mechanisms that develop within the organization. Therefore, improving employee work morale should be carried out through an integrated approach that combines workspace improvement, strengthening of positive work behavior, and enhancement of organizational communication.

### **Implications of the Findings**

The findings provide several implications for the Regional Revenue Agency of Manado City. First, the organization needs to strengthen a work culture that encourages the growth of OCB. A work culture that emphasizes care, cooperation, responsibility, and participation can help build a more supportive social environment.

Second, the quality of the physical work environment should be treated as part of organizational environmental health. Lighting, temperature, cleanliness, safety, facilities, and workspace comfort need to be managed continuously so that employees can work under more supportive conditions.

Third, diagonal communication should be given broader space because it has the strongest relative contribution in this study. The organization needs to encourage cross-position and cross-unit communication so that information, work constraints, and suggestions can be conveyed quickly and appropriately.

Fourth, improving employee work morale should not focus on only one aspect. The organization needs to combine physical environment improvement, strengthening of positive work behavior, and development of open communication. Through this strategy, the work environment at the Regional Revenue Agency of Manado City can become healthier, more responsive, and more supportive of public service quality.

### **CONCLUSION**

This study demonstrates that employee work morale at the Regional Revenue Agency of Manado City is influenced by behavioral, physical, and communication-related aspects of the organizational work environment. Organizational Citizenship Behavior, the physical work environment, and diagonal communication were found to have positive and significant relationships with employee work morale. This indicates that higher levels of extra-role

behavior, better physical workplace conditions, and smoother cross-unit communication are associated with stronger employee work morale.

Partially, OCB contributes to employee work morale through voluntary behaviors such as helping colleagues, complying with organizational rules, maintaining responsibility, and supporting organizational interests. The physical work environment also plays an important role because comfortable, safe, clean, and adequate workplace conditions can help employees work with greater focus and productivity. Meanwhile, diagonal communication emerged as the factor with the strongest relative contribution, indicating that coordination across positions and units is essential for strengthening work morale in public service organizations.

Simultaneously, the three independent variables explain 40.4% of the variation in employee work morale, while the remaining 59.6% is influenced by factors outside the research model. This finding indicates that improving work morale cannot rely on a single approach. The organization needs to integrate the strengthening of positive social behavior, improvement of physical workplace quality, and development of more open communication.

From an environmental perspective, the findings confirm that the organizational work environment should not be understood only as the physical condition of the office. It also includes social relationships and communication mechanisms that occur within the institution. Therefore, the Regional Revenue Agency of Manado City needs to develop a healthy, communicative, and collaborative work environment as a foundation for improving employee work morale and supporting the quality of public services.

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