



# Kardan Journal of Economics and Management Sciences (KJEMS)

ISSN: 2616-3950 (Print and Online), Journal homepage: [kjems.kardan.edu.af](http://kjems.kardan.edu.af)

## The Moderating Role of Internal Locus of Control in the Relationship between Environmental Management and Organization Citizenship Behavior towards Environment

Shahidullah Sahil, Habib Gul Zadran and Ahmad Nabi Nayel

**To cite this article:** Sahil, S, Zadran, H. G. and Nayel, A.N. (2022), The moderating role of internal locus of control in the relationship between environmental management and organization citizenship behavior towards environment, *Kardan Journal of Economics and Management Sciences*, 5 (4), 1-16.

DOI: [10.31841/KJEMS.2022.126](https://doi.org/10.31841/KJEMS.2022.126)

**To link to this article:** [10.31841/KJEMS.2022.126](https://doi.org/10.31841/KJEMS.2022.126)



© 2022 The Author(s). This open access article is distributed under a Creative Commons Attribution (CC-BY) 4.0 license



Published online: 25 December 2022



Submit your article to this

# The Moderating Role of Internal Locus of Control in the Relationship between Environmental Management and Organization Citizenship Behavior towards Environment

Kardan Journal of Economics and Management Sciences 5 (4) 1–16

©2022 Kardan University

Kardan Publications

Kabul, Afghanistan

DOI: 10.31841/KJEMS.2022.126

[https://kardan.edu.af/Research/CurrentIssue.aspx?i=](https://kardan.edu.af/Research/CurrentIssue.aspx?i=KJEMS)

KJEMS

Shahidullah Sahil  
Habib Gul Zadran  
Ahmad Nabi Nayel

Received: 12 Jun 22  
Revised: 26 Sep 22  
Accepted: 15 Nov 22  
Published: 25 Dec 22

## Abstract

Concerns about environmental protection have risen to prominence as a global issue in recent years, and leaders and intellectuals must consider how to address it. Customers, suppliers, the public, and the government all expect that Organizations take on more environmental obligations nowadays. Environmental management measures are expanding in response, Environmental concern arises from individuals' set of values of themselves, their families or communities, plants, or animals and we expect that it show to be the biggest predictor of their tendency to engage in OCBE. Individuals are worried about the environment and are more likely to engage in environmentally beneficial activity if they believe that any harm done to the environment would in turn harm them, their friends, families, or animals. As a result, customers, employees and stakeholders are compelled to be ecologically friendly due to underlying values about the impact of their actions on the environment, their family, or future generations. This study suggests that employees who engage in environmentally friendly civic activities out of a moral imperative may also engage in comparable behaviors as workers. As a result, we believe that people who are concerned about the environment are more likely to engage in OCBEs than people who are less concerned. Therefore, the moderating role of internal locus of control have been analyzed in this study in the relationship between EM and OCBE, the result show that ILC significantly and positively affect OCBE, furthermore ILC do not moderate the relationship between EM and OCBE.

**Keywords:** Environmental management, Organization citizenship behavior, internal locus of control, social exchange theory, social learning theory.

## Introduction

Organizational greening is not only relied on formal management systems, actions, or technology. Employee-led activities, such as recommending energy-efficiency enhancements sorting and recycling garbage, or forming a green committee, can also have a considerable influence on environmental performance (Steger 2000; Walley 2000; Bateman et al., 2000). Environmental Management (EM) play a vital role to improve the economic performance of a company, however, at the same time it necessitates more investment by the corporate which can affect the production cycle and operation process as well, and there have been more studies conducted on the influence of EM on corporate economic performance. Organizational citizenship behaviour toward an environment which is used in this research can also consider economic performance, but, the literature that has been done previously has not reached a reliable result, some researchers said that EM can effectively improve employee's ways of working, and employee's well-being (Greening et al., 1997 ). It increases the level of satisfaction of employees, and hens advance corporate's employee performance, (Peko Vic et al., 2012; Aragon-Correa et al., 2013). While some other researchers found that EM, affect the production cycle and operational process, which can decrease employee productivity (Nishitani et al., 2012).

In this changing and competitive world, any organization require a workforce that has OCBE for instance helping other individuals within the department or team, doing extra-role work voluntarily, avoiding a dispute with coworkers' work, adhering to standards, and tolerating sporadic work load and tolerance(Judge et al., 2017). The appearance of OCBE has a favourable influence on not just the members but on the organization too. Contributing additional than what the firm demands formally. Successful firms have individuals that go further their formal jobs obligation and are ing to devote their time and effort to accomplish the task. Such conduct is undetermined, yet it contributes to the organization's seamless operations. Furthermore, job satisfaction is important for a worker in carrying out his or her job, as a worker retain high job performance if he or she gets job satisfaction, if an employee does not find happiness in his/her work he or she eventually commit absenteeism, become unreliable and perform deficiently. Employees may become a valuable asset to the company if the work environment developed by the management satisfies them in such a way that it supports their job performance and encourages them to stay with the firm (Fakhri, M et al., 2015). Organizations that understand the value of retaining employee's performance all the time pay close attention to elements that can boost employee's confidence. employee performance is primarily impact by certain situations, specifically conditions that originate inside the individual and are referred to as individual elements, the locus of control is one of the individual elements, every person has his or her own set of ideas and views about everything that influence him or her, this is referred to as locus of control. Research indicated that the locus of control has a significant impact on employees' comprehension of job content and work environment, which influences work satisfaction (Greene et al., 1974). A stronger ILC is associated with better quality of life, less anxiety, and less depression (Sharif et al., 2017). Therefore, this research tested ILC as moderating effect of environmental management and OCBE.

## **2. Underpinning Theories**

### *2.1 Social Exchange Theory and Social Learning Theory*

To explain the proposed correlations of variables and establish distinct hypotheses, the current study uses two theories, firstly social exchange theory in correlation with environmental management and OCBE, George Homans, a sociologist, first developed SE theory in 1958. This theory appeared for the very first time in his essay "Social Behavior as Exchange," in 1958; Individuals are driven to work for others or for organizations to perform the obligations and responsibilities that have been assigned to them, according to this viewpoint. The importance of seeing, modelling, and following other people's behaviors, attitudes, and emotional responses are emphasized by Albert Bandura's (1977) social learning theory. According to social learning theory, environmental and cognitive variables interact to influence human learning and behavior. The behavioural in the early part of the 20th century, the school of psychology gained prominence. Behaviourists contend that association and reinforcement mechanisms directly interacting with the environment result in all learning. According to Bandura's theory, not all forms of learning could be accounted for by direct reinforcement. Children and adults, for instance, regularly exhibit learning for concepts they have not personally encountered. You would probably know what to do if someone handed you a baseball bat and told you to hit a baseball with it, even if you had never handled one before. This is because you have seen people engaging in this conduct in real life or on television.

### 3. Literature Review and Hypothesis

#### 3.1 *Environmental Management and Organization Citizenship Behavior toward Environment*

Environmental management is an important issue in management. Companies are incorporating environmental issues into their business and competitive strategies as a result of significant environmental challenges (e.g., climate change, pollution, overconsumption of natural resources, deforestation, etc). (Bansal et al., 2006). Furthermore, the relationship between unpaid environmental practices (e.g., environmental management systems), competitive advantage, and financial performance has gotten a lot of attention from academics and practitioners, with a lot of debate (Dwyer et al. 2009), (Martín-de Castro et al. 2016). OCBE could be defined as environmental efforts, which are voluntary activities inside the organizational setting, neither rewarded nor required by the company (Daily et al., 2009) Environmental management refers to the steps that businesses take to enhance their environmental performance; it is a complex process that necessitates cross-departmental cooperation and significant adjustments to current operating procedures, in 1996, the International Organization for Standardization published environmental management system standards to support environmental management An efficient EMS may assist a company in managing, measuring, and improving the environmental elements of its operations. It has the capability to lead to a more effective agreement with environmental standards, both required and voluntary, and better environmental management, it is assumed, would lead to higher performance (Dechant et al., 1994). Environmental concern is described as a person's knowledge and awareness of environmental threats that humankind face (Gill et al., 1986), Individuals who are concerned about the environment are more likely to engage in environmentally friendly behaviours such as recycling and using green power, according to studies The majority of EM researchers have concentrated on formal and organizational level techniques such as pollution control, green technology, and EMS implementation, which need the employee's green behaviour or extra-role behaviour, which contribute to the organization in order to avoid environmental issues. Therefore, EM increases employees' extra-role behaviours through SE theory, so this study proposes the following hypotheses.

*H1: Environmental management positively influences organizational citizenship behavior toward the environment.*

#### 3.2 *Internal Locus of Control and Organization Citizenship Behavior toward Environment*

A greater internal locus of control is linked to a greater quality of life, lower anxiety, and lower depression, according to research. It can also alter workers' comprehension of work content and work situation, which has an effect on job satisfaction (Organ and Greene 1974). Individuals with a higher internal locus of control feel more in charge of their lives and work, and their perspective of the improved organizational environment (He Gao et al., 2019) Internal locus of control is linked to greater health, job happiness, and academic performance, according to research, Employee performance and organizational citizenship behavior are both influenced by job satisfaction (Tistianingtyas et al., 2021).

*H2: Internal locus of control positively influence organizational citizenship behavior toward the environment.*

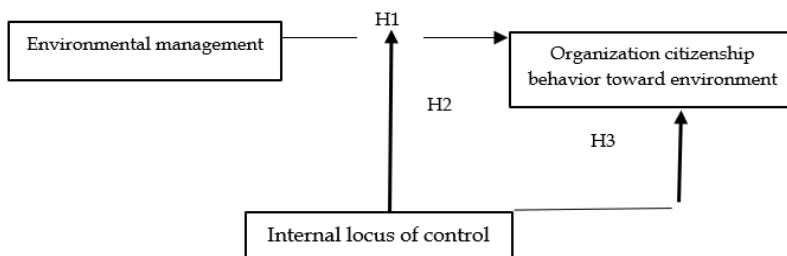
### 3.3 Internal locus of control as a moderator between EM and OCBE

An individual's opinion regarding what causes good or bad results in his/her life, either overall or in a specific area such as health or academics is referred to as the locus of control (LOC) in psychology. The link between reinforcement and behaviour patterns is also investigated in terms of how rewards and punishments are perceived. LOC may be classified into two types of sources of control, according to Rotter's approach: internal and external. Internal locus of control (ILOC) people feels they are in charge of their own fate. People who have an external locus of control (ELOC), on the other hand, prefer to attribute their experiences to fate, chance, or luck. People, having an internal locus of control, consider that their effort and abilities are the results of their activities' outcomes, Rotter (1966), Internals have more trust in both effort-performance and performance reward linkages than externals. Furthermore, research shows that an internal locus of control is linked to job satisfaction (Landy & Conte, 2004; Martin et al., 2005). People who have an internal locus of control have better leader-member exchange (LMX) connections with their boss, which leads to favourable workplace reactions including job satisfaction (Martin et al., 2005). Internals should regard good work qualities more than externals in terms of job relevance because internals frequently seeks positive task experiences that match their orientation toward exerting higher control and having a bigger effect on companies (Judge et al., 2000; Spector, 1982).

*H3: The relationship between environmental management and organizational citizenship behaviour of employees will be stronger when the internal locus of control is high compared to low.*

**Figure 1. Conceptual Model**

The independent variable environmental management expected to improve the dependent variable, which is OCBE. ILC used as a moderating variable. Literature based on a literature assessment and critical evaluation.



Source: Author's compilation

## 4. Methodology

### 4.1 Sampling and Procedures

The non-probability convenience sampling method is used in this study. The convenience sampling method allows the researcher to collect data according to his convenience, a convenience sample is a non-probability sampling method that takes a sample from a group of individuals who are easy to contact or reach, this study targets to collect at least 240 responses. This study incorporated the use of quantitative research methodology to investigate ties between the defined variables, Furthermore, this study used positivism philosophy and included deductive reasoning, as it took benefit from

existing theories and engaged from more general concepts to reach specific outcomes regarding the relationship between the variables of the study. This study is based on a deductive approach because the method to study that most people link with the scientific investigation is a deductive one. The investigator looks at what others have done previously, tests existing concepts about whatever phenomena he or she is examining, and then tests those hypotheses arise from those theories, this study is focusing on EM and its role on OCBE with moderating role of ILC and the hypotheses been developed based on previously existing theories. Employees from a variety of service sectors in Khost and Kabul, Afghanistan make up the study's population; the sample of this study are 240 employees from different field of the service sector that include (universities, media and entertainment, finance, tourism, design and health care). As a result, the research focus on 240 employees as the sample of the study in the above-mentioned organizations.

#### 4.2 Data Collection

This study is based on quantitative research methodology, Quantitative research techniques place a premium on objective measurements and numerical, mathematical, or statistical examination of data acquired via questionnaires and surveys, The primary data from various businesses, and organizations be collected using a questionnaire-based technique. The data collection was done through direct contact with employees, through staff emails which were received from relevant organizations, WhatsApp groups, and other messengers and mainly through the use of Google. docs survey facilities shared with organizations' staff via relevant HR departments.

The study adopted existing questionnaires from scholarly sources, composing 24 items in total related to the three variables of the study; it is given in the measure part of this study with a sample size defined.

**Table 1 Demographic profile of respondents**

Attribute	Frequency	Percentage
<b>Gender</b>		
Male	186	77.5
Female	54	22.5
<b>Age</b>		
20-30	103	42.9
31-40	93	38.8
41-50	44	18.3
Above 50	0	0
<b>Education</b>		
High school and college	30	12.5
Undergraduate	113	47.1
Postgraduate	97	40.4
<b>Work Experience</b>		
1-5 years	70	29.2
5-10 Years	142	59.2
Above 10 Years	28	11.7

Source: Data output from SPSS

In the demographic part of the study, the orientation is to look at respondents' profiles at a different level, the given table 2 explains all the relevant information about the respondents, who were part of the data collection process. The variables of the study for the respondent's profile encompass the respondent's gender, educational background, years of experience, employed and age groups; the sample of the study was a total of 240 respondents. According to table (4.2), Male account for 77.5 per cent (n=186) which makes up the highest percentage of the total respondents. Females make up the second group

of respondents, accounting for 22.5 per cent (n=54). The majority of the respondents are between the age group of 20-30, accounting for 42.9 per cent (n=103) followed by 38.8% (n=93) of the age group between (31-40). The third group of responders, aged 41-50, accounts for 18.3 per cent of the total (n=44). With 47.1 per cent (n=103) of respondents being undergraduates, the second largest category of respondents is postgraduates (40.4 per cent (n=97) and with 12.5 per cent (n=30), high school and college graduates are the third largest category. As shown in the table, 59.2 per cent (n=142) of the participants have worked for 5-10 years, whereas 29.2 per cent (n=70) have worked for 1-5 years. 11.7 per cent (n=28) of the respondents had more than 10 years of work experience.

### *4.3 Measurements*

The measuring tools for this study were drawn from earlier literature to preserve the study's reliability and validity. the ILC be measured through eight items, which are adapted from Levenson (1981), OCBE is measured through ten items taken from (Boiral and Paillé's 2012) and EM is measured by using a seven-item scale of Gil et al (2001). As the research methodology is quantitative, the researcher determines the research instrumentation based on the quantitative research methodology; it is a tool that is used to gather primary data, measure it, and analyze it based on the research. The survey is utilized as an instrument in this study, and the survey research (questionnaire) includes asking questions from individuals to respond in order to collect primary data. Furthermore, three variables (environmental management, organizational citizenship behavior toward the environment, and internal locus of control) were used in this study. These variables were adopted from several articles that the researcher read and studied. Different questions are used to evaluate variables, and data was gathered from the questionnaire using the 5-Likert Scale from 1 to 5, where 1 characterizes strongly disagree and 5 characterizes strongly agree. Each variable is examined as follows:

The questionnaires are created based on the research items gathered from Levenson (1981) for internal locus of control, for organizational citizenship behavior toward the environment (Boiral and Paillé 2012), and for environmental management (Gil et al., 2001). Employees in the organization were asked to respond to a structured questionnaire on a scale of 1(strongly disagree) to 5 (strongly agree). The goal of this research is to collect at least 240 responses via a structured questionnaire; the last data processing step is to enter the data into a computer using the Statistical Package for Social Science (SPSS) software to obtain the desired results. The data gathering process was done through direct contact with workforces, through employees' emails, which were received from friends of friends and relevant organizations, WhatsApp, other various messengers, and mostly through the usage of google Form survey.

## **5. Results**

### *5.1 Reliability and Validity Tests*

The level to which a scale gives coherent findings when measurements are performed several times is called reliability. The degree of systematic variation in a scale may be established by calculating the correlation amongst the scores acquired from several administrations of the scale, which is how reliability analysis is calculated. As a result, if the reliability analysis association is high, the scale produces coherent findings and is therefore dependable. Because environmental management, organizational citizenship behavior toward the environment, and internal locus of control were all measured using multi-item scales, the consistency of respondents' replies to the scale items would have

to be examined for each measure, Cronbach's alpha is a famous test of inter-item consistency that we studied throughout advance research and design subject. Reliabilities less than 0.60 are considered poor, those in the 0.70 range are fair, and those over 0.80 are excellent. Consequently, the internal consistency reliability of the measures applied in this research is satisfactory for the purpose to leave measures and good for the other measures.

**Table 2: Data Reliability**

Construct	Cronbach's alpha	Deleted items	No of items
EM	.792	0	7
OCBE	.797	0	9
ILC	.821	0	8

Source: Data output from SPSS

According to the table above, reliability indicates consistency or receiving the same result, and any value more than or equal to .6 is considered reliable, while any value less than .6 is considered unaccepted or unreliable data. Since Cronbach's alpha for all the variables is above .6, thus it is considered acceptable and reliable.

### 5.2 Data Normality Analysis

Normality analyses are used in statistics to test if a collected data set is well structured by a normal distribution and to calculate the probability that a random variable underlying the data set is normally distributed. There are two sorts of tests for checking data normality (parametric and nonparametric), however in order to know which test to employ, I choose the Skewness and Kurtosis approach, and the outcome is as follows.

**Table 3. Data normality tests.**

	Skewn ess	SE_ske w	Z_ske w	Kurto sis	SE_k urt	Z_k urt
EM	-0.687	0.157	-4.374	0.986	0.313	3.151
OCBE	-0.818	0.157	-5.208	1.873	0.313	5.984
ILC	-1.175	0.175	-7.479	2.509	0.313	8.016
Mardia's multivariate skewness and kurtosis						
	Skewne ss	Kurtosi s	P value			
Skewn ess	2.59609 3	103.843 71	0			
Kurtosi s	22.2042 23	10.1883 1	0			

Source: Data output from SPSS

Based on univariate Skewness and Kurtosis; for EM, skewness (-0.687) is greater than  $>-1$  and is non-normal and kurtosis (0.986) is less than  $<1$  and is normal. For OCBE, both skewness (-0.818) is greater than  $>-1$  and is non-normal and kurtosis (1.873) is greater than  $>1$  and is also non-normal. For ILC, skewness (-1.175)  $<-1$  and is normal and kurtosis (2.509)  $>1$  and is non-normal. Because there are several variables in this study (EM, OCBE, and ILC), the researcher searched for Mardia's multivariate skewness and kurtosis. The results vary from 2.596093 to 22.204223 based on Mardia's multivariate skewness and kurtosis. The skewness range for the multivariate is  $+3$ , while the kurtosis range is  $(+10-10)$ . As a result of using several methods of checking normalcy, such as Skewness and Kurtosis, the data in this study are non-normal, thus the researcher used the non-parametric test, which requires non-normal data.

### 5.3 Descriptive Statistics



We are ready to dig deeper into the data once the new scores for environmental management, organization citizenship behavior toward the environment, and internal locus of control have been calculated. For the multi-item, interval-scaled dependent and independent variables, descriptive calculations such as maximum, minimum, means, standard deviations, and variance may now be calculated. Furthermore, a correlation matrix may be created to investigate the relationships between the variables in our model. As specified in table 4, the mean is 3.6119 (EM=3.6119), which means that on average all 240 respondents are close to agreeing, for OCBE the mean is 3.9450 (OCBE=3.9450), therefore the respondents are also close to an agreement, and for ILC the respondents agree because the mean is 4.0031 (ILC=4.0031).

**Table 4. Descriptive analysis**

	N	Minimum	Maximum	Mean	Std. Deviation
EM	240	1.29	5.00	3.6119	.62103
OCBE	240	2.11	5.00	3.9450	.48445
ILC	240	1.50	5.00	4.0031	.58763
Valid N (list wise)	240				

Source: Data output from SPSS

#### 5.4 Data Analysis

The following tables explain the data analysis. In table 5, the model summary is presented. The R-value in table 5 represents the relationship in-between the dependent and independent variables. For additional analysis, a value larger than 0.4 is used. The value, in this case, is .447, which is a decent result.

**Table 5. Model Summary**

Model	Change Statistics								
	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	Df1	Df2	Sig. F Change
1	.447 <sup>a</sup>	.200	.196	.43426	.200	59.428	1	238	.000
2	.579 <sup>b</sup>	.336	.330	.39654	.136	48.434	1	237	.000
3	.591 <sup>c</sup>	.350	.341	.39320	.014	5.048	1	236	.026

- a. Forecasters: (Constant), EM
- b. Forecasters: (Constant), EM, ILC
- c. Forecasters: (Constant), EM, ILC, M.iv

Source: Data output from SPSS

In the above table, the R square .200 shows how much the independent variable which is Environmental Management effect on dependent variable which is organizational citizenship behavior toward the environment, it means that the EM effect OCBE is 20 per cent. The above table illustrated that for the first model R square, or independent variables .200 change has come which is significant; for the second model R Square, by adding moderating variable .136 variation has made and for the third model R Square, by adding interaction effect .014 change has made. In multiple regression, adjusted R-square describes the generalization of the findings, i.e. the variance of the sample found from the population. The lowest difference between R-square and Adjusted R-square is essential. In this condition, the value is .196, which is close to .200, thus it is acceptable. As a result, the model summary table is sufficient to go on to the next phase. Table 6 defines whether the model is significant enough to predict the result. It appears as follows:

**Table 6. Anova<sup>a</sup>**

	<b>Model</b>	<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
1	Regression	11.207	1	11.207	59.428	.000 <sup>b</sup>
	Residual	44.883	238	.189		
	Total	56.090	239			
2	Regression	18.823	2	9.412	59.853	.000 <sup>c</sup>
	Residual	37.267	237	.157		
	Total	56.090	239			
3	Regression	19.604	3	6.535	42.266	.000 <sup>d</sup>
	Residual	36.487	236	.155		
	Total	56.090	239			

a. *Dependent Variable: OCBE*

b. *Forecaster: (Constant), EM*

c. *Forecaster: (Constant), EM, ILC*

d. *Forecaster: (Constant), EM, ILC, M.*

*Source: Data output from SPSS*

The P-value or also called the significant value at 95 per cent assurance interval or a 5% level of significance is used for the study. As a result, the p-value/sig-value must be less than 0.05., thus as a result, the effect is significant. F-ratio: It replicates an advancement in the variable estimation by fitting the model after taking into consideration the model's inaccuracy. The F-ratio generate an efficient model that has a value larger than 1. The value in above table 4.6 is 59.428, 59.853 and 42.266, which is acceptable.

**Table 7. Direct effect of ILC on OCBE**

<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
1	.482 <sup>a</sup>	.232	.229	.42533

**Table 8: ANOVA<sup>a</sup>**

<b>Model</b>	<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
Regression	13.034	1	13.034	72.051	.000 <sup>b</sup>
Residual	43.056	238	.181		
Total	56.090	239			

a. *Dependent Variable: OCBE*

b. *Predictors: (Constant), ILC*

**Table 9. Coefficients**

<b>Model</b>	<b>B</b>	<b>Bias</b>	<b>Std. Error</b>	<b>Std. coefficient beta</b>	<b>Sig. (1-tailed)</b>	<b>T-value</b>
(Const)						
ILC	2.354	.004	.256		.000	12.428
	.397	-.001	.062	.422	.000	8.448

a. *Unless otherwise noted, bootstrap results are based on 5000 bootstrap samples*

The correlation and regression analysis results in Tables 4.8, 9, and 10 show that there is a positive and significant relationship or effects between (ILC) and (OCBE). Considering the, 23.2 per cent positive R-Square (effect) output and significant ANOVA outputs of the regression analysis, the stats reflected a significant correlation of  $p < 0.05$  and beta of 0.422, indicating a significantly positive relationship between the two variables.

**Table 9. Hypothesis Testing**

	<b>Standardized Coefficients Beta</b>	<b>Std. Error</b>	<b>T-Value</b>	<b>Significant Value</b>
EM	.831	.410	3.234	.038
ILC	.803	.368	3.637	.023
EM*ILC	-.142	.099	-2.247	.138

A, unless otherwise noted, bootstrap results are based on 5000 bootstrap samples.

This study examines the significant result based on the data in table 9. The value of EM in the table is .038.  $<0.5$ , which is significant. This suggests that EM has a significant impact on an organization's citizenship behavior toward the environment. After then, the first hypothesis is accepted. Secondly, because the internal locus of control is  $.023 < .05$  and has a significant and positive effect on the relationship between EM and OCBE, the second hypothesis is also accepted. The internal locus of control or moderating variable is significant at  $.023 < .05$ . This implies that it is directly playing the moderating role. In the above table, the EM\*ILC is  $.138 > .05$  which is insignificant, which means that the interaction effect of EM\*ILC is insignificant.

**Table 10. Hypothesis**

Variables	Sig value	Hypothesis testing results at 95% confidence interval	Interpretation
<b>Environmental management</b>	0.038	Null hypothesis accepted. $P < 0.05 = (.038 < .05)$	There is positive relationship between EM and OCBE, this is because of the sig value is .038 which is less than the acceptable limit of .05.
<b>Internal locus of control</b>	0	Null hypothesis accepted. $P < 0.05 = (.038 < .05)$	There is positive relationship between ILC and OCBE. This is because of the sig value is .000 which is less than $< .05$ .
<b>EM*ILC Interaction rule</b>	0.138	Null hypothesis rejected. $P > 0.05 = (.138 > .05)$	There is insignificant relationship of interaction rule, mean there is no moderation effect.

Source: Authors Compilation

This study examined the significant outcome based on the data in table 10. The table demonstrates that EM is  $.038 < .05$ , which is less than .05 and it is significant. This suggests that EM significantly affect organisational citizenship behavior toward the environment. Following that, the first hypothesis is accepted. Second, if the internal locus of control is  $.000 < .05$  and has a positive impact on organizational citizenship behavior toward the environment, therefore the second hypothesis is accepted. The internal locus of control or moderating variable is insignificant at  $.138 < .05$ . This means that there is no moderating rule.

In this study the data collected from 240 employees from service sector in the context of Afghanistan, after data analysis this study found that there is no moderation effect of internal locus of control in between environmental management and organization citizenship behavior toward environment as the sig value is  $.138 > .05$ . According to survey data from 240 employees, this is because of the low sample size and also the lack of awareness of environmental management and because of the no persuasion and less interest of employees in extra role behavior, employees have weak internal locus of control because they think its not their responsibilities to avoid air pollution, several internal and external elements are vital for developing organization citizenship behavior toward the environment at the workplace; according to the research, Strong interpersonal relationships between coworkers, organizational support, and environmental training for employees are all important for improving OCBE. The study's hypotheses were tested using data collected from 240 employees working in the service sector in Afghanistan, one of the under-developed countries, which has endured almost four decades of civil war, political conflict, and roughness, which has resulted in high levels of poverty,

illiteracy, worst security, and wide-ranging workplace behavior. Climate change, global warming, air pollution, water, and land pollution, ecosystem damage, and species extinction have all been major environmental concerns for the present generation. Individuals with a high level of environmental awareness are better able to perceive the advantages and costs of environmental concerns and exhibit more environmentally conscious conduct at work. The non-significant moderating effect may be due to the small sample size.

### 5.5 Findings and Discussions

The goal of this research was to look at the influence of environmental management on organisational citizenship behavior toward the environment in the service sector in Kabul and Khost, Afghanistan, with the internal locus of control acting as a moderator. The overview of the study findings and their consequences, as well as the conclusion and suggestions are discussed in this section. The current survey was done among Afghan employees in the service sector, with a particular focus on universities, the health sector, and media and entertainment. SPSS was used to conduct frequency tests, reliability tests, normality tests, and moderation analysis tests on the responses. Environmental management and internal locus of control have a direct relationship on organization citizenship behavior toward the environment, as per the findings of this current research, while internal locus of control does not moderate the relationship between Environmental management and organization citizenship behavior toward the environment.

During this investigation, the researcher discovered some significant findings for organizations, as listed below:

- Environmental management is a critical tool for pollution control, green technology, and EMS implementation, and it necessitates employee green behavior or extra-role behavior that helps the organization avoid environmental issues and has a direct significant and positive impact on the organization's citizenship behavior toward the environment.
- Employees are more likely to display extra-role behavior and organization citizenship behavior toward the environment (OCBE) if they believe their boss is supportive of them.
- Employees are in to take on additional responsibilities in exchange for the offices, organization's, or manager's support. Individuals with an internal locus of control have stronger leader-member exchange (LMX) relationships with their employer, which leads to more positive workplace behaviors, for instance, job satisfaction.
- Environmental management, environmental training, and environmental awareness influence organizational citizenship behavior toward the environment.

## 6. Conclusion

This study analyzed the effect of environmental management on organization citizenship behavior toward the environment and further explored how internal locus of control as an intervening factor moderated this relationship and how its involvement affected OCBE. Historically, few research explored the impact of environmental management on the organization's citizenship behavior toward the environment. However the current study used data collected and based on findings of the study, that have been quantified and analyzed through SPSS, the study found significant relationships and effects between the EM and OCBE, and the initial analysis was built on the existing literature that

addressed negative relation of ILC in-between Environmental management and Organization citizenship behavior toward environment, while on the other hand, some studies incorporated other intervening or moderating variables to test the same relation. The notion of OCBE described in this article as voluntary actions taken by employees inside an organization that are neither paid nor mandated and are directed toward environmental improvement. This study discussed that OCBE does exist and is required. We feel they are favorably connected to environmental performance and, as such, are an important component of an organization's total corporate citizenship and that is why it is important. Our concept has various implications for practitioners who want to promote OCBEs. First, companies must aspire for a level of firm social performance that reflects their care for the environment in a meaningful and visible way. Second, managers must properly communicate environmental objectives and goals to their staff and urge them to consider environmental factors in their work. Managers must set an example by displaying OCBE and promoting employee-led environmental efforts. Finally, the company must cultivate an environment-conscious workforce by channelling individual concerns into workplace behaviour. Based on this finding, it can be added that the predictor variables of internal locus of control and environmental management should be considered if you want to promote employee citizenship behavior toward the environment. Environmental education activities should pay attention to strategies for building personal investment, personal commitment, and personal commitment formed then influence locus of control, and eventually develop employees' citizenship behavior toward the environment to achieve the goal of forming organisational citizenship behavior toward the environment. Environmental education activities must provide opportunities for employees to actively participate, learn about various environmental issues through investigative activities, discuss moral aspects of the environment, provide environmental training, and enable employees to conduct activities with the community and form cross-functional partnerships to develop personal investment and commitment.

### *6.2 Theoretical and Managerial Implications*

It should be noted that in Afghanistan, only a few organizations have emerged with a less level of concern for environmental management and organizations with a strong commitment to environmental preservation. As a result, practically every company must comprehend, identify, and close its excuse in this field. Although many organizations are aware of environmental issues such as hazardous power usage, food waste, paper waste, and so on, they must consider all environmental issues. Moreover, one must understand the main characteristics of the organization's citizenship behavior toward the environment, as well as its influence on employee environmental awareness, green behavior, and environmental safety. Here are some ideas for firms to think about. Both academics and practitioners benefit from the findings of this research. This research has added new contributions to understanding the link between environmental management and organisational citizenship behavior toward the environment.

First, this study empirically examined the relationship between EM and OCBE, secondly, in this study, we use an internal locus of control as moderating variable and we tested the dual role of the internal locus of control. It gives researchers new sources of inspiration. This research has crucial implications and recommendations for practitioners. Environmental management has a favourable effect on an organization's citizenship behavior toward the environment. As a result, as environmental management improves and matures, it positively affects an organization's citizenship behavior toward the environment and helps the organization in improving OCBE. From a practical

standpoint, this research lays the groundwork for recommendations on how to utilize the findings in organizational operations. First, the findings imply that organizations' EM initiatives have a positive impact on employee attitudes and behaviors regarding the workplace and environment. The last practical aspect is the necessity of social responsibility value congruence between the corporation and its employees. Employees who believe their employer shares their values devote more cognitive, emotional, and physical energy to doing well on the job, according to (Gruen et al., 2000) and (Kristof-Brown et al., 2005), and so contribute to the company's overall goals. The prior research's theoretical explanation is compatible with our findings about the direct effect of EM on OCBE. Environmental management, environmental training and environmental awareness help employees to consider environmental issues into account. Because of the harmful effects of unfair treatment on employee mindset and behavior, organizations have to take steps to reduce or eradicate it.

First of all, employees' locus of control attributes should be examined using associated scale items throughout the service sector recruiting process. Organizations should preferentially choose people with an internal locus of control attributes based on screening and interviews since this boosts employee performance and job satisfaction toward OCBE. Individuals who are deeply concerned about the environment are more likely to take environmentally friendly efforts at work in the form of OCBE. Employees who participate in environmentally friendly citizenship behaviors out of formal duties and responsibility, according to this study, may also do similar acts as employees. As a result, this study claims that individuals who are concerned about the environment are more likely to engage in OCBE than people who are less concerned. That is, environmental management is positively related to OCBE. The more an organization is involved in environmental management practices the stronger the positive and influencing relationship with OCBE.

### *6.3 Limitations of the Study*

The researcher discovered certain limitations while conducting this study. The research was conducted in only two provinces of Afghanistan: Khost and Kabul. This study looked at the general idea of OCBE; however, future research might look at some of the many types of OCBE, such as eco-initiatives, eco-civic engagement and eco-helping. Because no research has been done in Afghanistan on organizational citizenship behavior toward the environment, the researcher is limited in terms of data and literature.

### *6.4 Recommendations for Future Research*

Because of the limitations of assessment and data, only 240 employees in the service sector were surveyed; future researchers can increase the sample size and improve the universality of the findings; and, in order of additional clarify the relationship between environmental management and organizational citizenship behavior toward the environment, future researchers can test other moderating variables. For future research, it is recommended to consider other provinces of Afghanistan. In future studies, the researcher can use a different moderating variable, such as external locus of control, or locus of control in general, instead of internal locus of control. Data was only obtained from the service sector in this study, although it might have been conducted in the manufacturing sector, notably in the food and beverage industry; also, the sample size was only 240. To acquire a fuller view of the sample, a new sampling strategy, in various sectors, and with a larger number of respondents may be employed in the future.

## References

- Anwar, N., Mahmood, N. H. N., Yusliza, M. Y., Ramayah, T., Faezah, J. N., & Khalid, W. (2020). Green Human Resource Management for organisational citizenship behaviour towards the environment and environmental performance on a university campus. *Journal of Cleaner Production*, 256, 120401.
- Aragón-Correa, J. A., Martín-Tapia, I., & Hurtado-Torres, N. E. (2013). Proactive environmental strategies and employee inclusion: The positive effects of information sharing and promoting collaboration and the influence of uncertainty. *Organization & Environment*, 26(2), 139-161.
- Aruan, Q. S., & Fakhri, M. (2017). Pengaruh Lingkungan Kerja Terhadap Kepuasan Kerja Karyawan Lapangan Departemen Grasberg.
- Ashagi, M. M., & Beheshtifar, M. (2015). The relationship between locus of control (internal-external) and self-efficacy beliefs of Yazd University of Medical Sciences. *International Journal of Engineering and Applied Sciences*, 2(8), 257845.
- Aslam, H., Azeem, M. U., Bajwa, S. U., Ramish, A., & Saeed, A. (2021). Developing organisational citizenship behaviour for the environment: the contingency role of environmental management practices. *Management Decision*.
- Baron-Epel, O., Kaplan, G., Haviv-Messika, A., Tarabeia, J., Green, M. S., & Kaluski, D. N. (2005). Self-reported health as a cultural health determinant in Arab and Jewish Israel: MABAT – National Health and Nutrition Survey 1999–2001. *Social Science & Medicine*, 61(6), 1256-1266.
- Boiral, O., & Paillé, P. (2012). Organizational citizenship behaviour for the environment: Measurement and validation. *Journal of Business Ethics*, 109(4), 431-445.
- Chiaburu, D. S., Lorinkova, N. M., & Van Dyne, L. (2013). Employees' social context and change-oriented citizenship: A meta-analysis of leader, coworker, and organizational influences. *Group & Organization Management*, 38(3), 291-333.
- Daily, B. F., Bishop, J. W., & Govindarajulu, N. (2009). A conceptual model for organizational citizenship behavior directed toward the environment. *Business & Society*, 48(2), 243-256.
- Dechant, K., & Altman, B. (1994). Environmental leadership: from compliance to competitive advantage. *Academy of Management Perspectives*, 8(3), 7-20.
- Dechant, K., & Altman, B. (1994). Environmental leadership: from compliance to competitive advantage. *Academy of Management Perspectives*, 8(3), 7-20.
- Delmas, M. A., & Pekovic, S. (2013). Environmental standards and labour productivity: Understanding the mechanisms that sustain sustainability. *Journal of Organizational Behavior*, 34(2), 230-252.
- Gil, M. A., Jiménez, J. B., & Lorente, J. C. (2001). An analysis of environmental management, organizational context and performance of Spanish hotels. *Omega*, 29(6), 457-471.
- Gill, J. D., Crosby, L. A., & Taylor, J. R. (1986). Ecological concern, attitudes, and social norms in voting behavior. *Public Opinion Quarterly*, 50(4), 537-554.
- Gruen, Thomas W., John O. Summers, and Frank Acito. "Relationship marketing activities, commitment, and membership behaviours in professional associations." *Journal of Marketing* 64.3 (2000): 34-49.
- Handfield, R., Walton, S. V., Sroufe, R., & Melnyk, S. A. (2002). Applying environmental criteria to supplier assessment: A study in the application of the Analytical Hierarchy Process. *European Journal of Operational Research*, 141(1), 70-87.

- Judge, T. A., Bono, J. E., & Locke, E. A. (2000). Personality and job satisfaction: The mediating role of job characteristics. *Journal of Applied Psychology, 85*(2), 237.
- Kristof-Brown, A. L., Zimmerman, R. D., & Johnson, E. C. (2005). Consequences OF individuals'fit at work: A meta-analysis OF person-job, person-organization, person-group, and person-supervisor fit. *Personnel Psychology, 58*(2), 281-342.
- Landy, F. J., & Conte, J. M. (2016). *Work in the 21st century: An Introduction to Industrial and Organizational Psychology*. John Wiley & Sons.
- Lavelle, J. J., McMahan, G. C., & Harris, C. M. (2009). Fairness in human resource management, social exchange relationships, and citizenship behaviour: Testing linkages of the target similarity model among nurses in the United States. *The International Journal of Human Resource Management, 20*(12), 2419-2434.
- Liu, Z., Mei, S., & Guo, Y. (2020). Green human resource management, green organization identity and organizational citizenship behavior for the environment: the moderating effect of environmental values. *Chinese Management Studies*.
- Luu, T. T. (2017). CSR and organizational citizenship behavior for the environment in the hotel industry: The moderating roles of corporate entrepreneurship and employee attachment style. *International Journal of Contemporary Hospitality Management*.
- Maisto, S. A., Carey, K. B., & Bradizza, C. M. (1999). *Social learning theory*.
- Martin, R., Thomas, G., Charles, K., Epitropaki, O., & McNamara, R. (2005). The role of leader-member exchanges in mediating the relationship between locus of control and work reactions. *Journal of Occupational and Organizational Psychology, 78*(1), 141-147.
- McLeod, S. (2011). *Albert Bandura's social learning theory*.
- Molina-Azorin, J. F., López-Gamero, M. D., Tari, J. J., Pereira-Moliner, J., & Pertusa-Ortega, E. M. (2021). Environmental management, human resource management and green human resource management: A literature review. *Administrative Sciences, 11*(2), 48.
- Oguebe, T. M., Iloke, S. E., Ezisi, J. O., & Ofoma, e. b. (2021). Work-life balance within the private sector: the predictive roles of social support and locus of control. *European Journal of Social Sciences Studies, 6*(4).
- Organ, D. W., & Greene, C. N. (1974). Role ambiguity, locus of control, and work satisfaction. *Journal of Applied Psychology, 59*(1), 101.
- Presson, P. K., Clark, S. C., & Benassi, V. A. (1997). The Levenson locus of control scales: Confirmatory factor analyses and evaluation. *Social Behavior and Personality: An International Journal, 25*(1), 93-103.
- Priadi, A., Fatria, E., Nadiroh, D. S., & Oktaviani, A. (2018). Environmental citizenship behavior (the effect of environmental sensitivity, knowledge of ecology, personal investment in environmental issues, locus of control towards students' environmental citizenship behavior. *E3S Web of Conferences*.
- Priadi, A., Fatria, E., Nadiroh, D. S., & Oktaviani, A. (2018). Environmental citizenship behavior (the effect of environmental sensitivity, knowledge of ecology, personal investment in environmental issues, locus of control towards students' environmental citizenship behavior. *E3S Web of Conferences*.
- Robbins, P. S., & Judge, T. A. (2017). *Organizational Behaviour*, Edisi 13, Jilid 1. Jakarta: Salemba Empat.
- Rotter, J. B. (1966). Generalized expectancies for internal versus external control of reinforcement. *Psychological Monographs: General and Applied, 80*(1), 1



- Sharif, S. P. (2017). Locus of control, quality of life, anxiety, and depression among Malaysian breast cancer patients: The mediating role of uncertainty. *European Journal of Oncology Nursing*, 27, 28-35.
- Spector, P. E. (1982). Behaviour in organizations as a function of employee's locus of control. *Psychological Bulletin*, 91(3), 482.
- Sroufe, R., Montabon, F., Narasimhan, R., & Wang, X. (2002). Environmental management practices: a framework. *Greener Management International*, (40), 23-44.
- Tistianingtyas, D. (2021). Effect of Locus of Control and Job Satisfaction on Employee Performance through Organizational Citizenship Behavior (OCB) on Accounting Department Personnel of Naval Base V Surabaya. *European Journal of Business and Management Research*, 6(2), 12-17.
- Turban, D. B., & Greening, D. W. (1997). Corporate social performance and organizational attractiveness to prospective employees. *Academy of Management Journal*, 40(3), 658-672.
- Whitener, E. M., Brodt, S. E., Korsgaard, M. A., & Werner, J. M. (1998). Managers as initiators of trust: An exchange relationship framework for understanding managerial trustworthy behaviour. *Academy of Management Review*, 23(3), 513-530.

---

## About the Authors

**Mr. Shahidullah Sahil**, Alumni MBA, and Member Research Society, Kardan University, Kabul, Afghanistan. <sahilshahidullah@gmail.com>

**Dr. Habib Gul Zadrán**, Dean, Faculty of Economics, Kardan University, Kabul Afghanistan. <h.zadrán@kardan.edu.af> ORCID: 0000-0002-2641-4098

**Mr. Ahmad Nabi Nayel**, Academic Administrator, Faculty of Economics, Kardan University, Kabul Afghanistan. <a.nayeel@kardan.edu.af>