

Organizational Citizenship Behavior Environment: The Effect of Environmental Locus of Control and Perceived Green Organizational Support through Job Satisfaction as Intervening

Rizky Atika Salsabila Ivabianca Putri¹, Purnamie Titisari², Arnis Budi Susanto³

¹(Management Department, Jember University, Indonesia)

²(Management Department, Jember University, Indonesia)

³(Management Department, Jember University, Indonesia)

ABSTRACT: Environmental Locus of Control and Perceived Green Organizational Support is a factor that can affect Organizational Citizenship Behavior Environment. Job Satisfaction is one of the factors that affect the relationship between an independent variable and a dependent variable. This study aims to determine the influence of Environmental Locus of Control and Perceived Green Organizational Support on Organizational Citizenship Behavior Environment with Job Satisfaction as intervening. This research is explanatory research with 99 respondents. Sampling using non-probability sampling method with purposive sampling technique. The data analysis method used is SEM-PLS using SMART-PLS as the tool. The results showed that Perceived Green Organizational Support has a positive and significant impact on Organizational Citizenship behavior Environment and Job Satisfaction has a mediating effect. The Environmental Locus of Control has a positive but not significant impact on Organizational Citizenship behavior Environment. Improving employee satisfaction will impact their willingness to do organizational citizenship behavior environment.

KEYWORDS: Environmental Locus of Control, Job Satisfaction, Organizational Citizenship Behavior Environment, Perceived Green Organizational Support

INTRODUCTION

Indonesia has great potential in developing its tourism sector (Mun'Im, 2022). Various ethnic groups with heterogeneous cultural backgrounds make Indonesia an attractive country to visit, both for domestic and foreign tourists. Maulana (2022) states that the tourism sector is still a priority sector for the Indonesian government because it is considered capable of being a locomotive for the movement of the nation's economy. The challenges in the tourism sector that Indonesia is facing are entering a new phase when the world is facing the Covid-19 outbreak. As one of the leading sectors contributing to state revenues, the tourism sector has been significantly affected (Kemenparekraf, 2020). In general, the percentage of the tourism sector's contribution to Indonesia's Gross Domestic Product (GDP) has decreased quite sharply. In 2019 the tourism sector contributed 4.9% of GDP and decreased to 4.1% in 2020 (Candra, 2021). However, along with the decline in Covid-19 cases in Indonesia, various efforts have also been made by the central and regional governments, one of which is by preparing tourist destinations with strict health protocols according to Cleaness, Healthy, Safety and Environment (CHSE) standards. Not only that, the Ministry of Tourism and Creative Economy is currently not only focused on pursuing an increase in the number of tourist visits, but also on efforts to realize sustainable tourism in Indonesia (Kemenparekraf, 2021).

As an effort to create awareness of building sustainable tourism, the Ministry of Tourism and Creative Economy has launched three excellent programs that every region in Indonesia can participate in, including; City District or Creative City, Indonesian Creative Appreciation (AKI), and Indonesian Tourism Village Award. Currently, every region in Indonesia is implementing various strategies and programs in order to strengthen the tourism sector in their regions (Agung, 2021). This effort has paid off with an increase in the tourism sector's contribution to Indonesia's GDP in 2021 and 2022 by 4.2% and 4.3% (Kominfo, 2022). This success is of course inseparable from the role of each region in Indonesia in trying to rebuild the existing tourism potential in their regions. (Haorahman, 2021). Banyuwangi Regency is one of the regencies located in East Java Province which has great potential in the tourism sector. This is shown by the large amount of tourism potential owned by Banyuwangi Regency, supported by more than 150 tourism and creative economy actors (PAREKRAF). This makes Banyuwangi one of the regencies with the largest number of tourism and creative economy actors in Indonesia.

Banyuwangi Regency's achievements in the tourism sector are certainly inseparable from the efforts of the Banyuwangi Culture and Tourism Department in carrying out its functions (Disbudpar Kab. Banyuwangi, 2021). The many events that must be prepared and carried out in Banyuwangi Regency often require all Disbudpar employees to help each other in completing tasks, not only focusing on completing the main task, but various tasks outside the formal job description are also carried out by Banyuwangi Disbudpar employees so that it becomes one of the keys to the success of the achievements that have been achieved. Under certain conditions, agencies want employees to be able to perform tasks that are not listed in their job description voluntarily, sincerely, happily as a form of good service or known as Organizational Citizenship Behavior, abbreviated as OCB (Nugraha & Adnyani, 2018). OCB behavior is very suitable for environmental preservation. As the vanguard in increasing regional tourism, Disbudpar employees are examples or pioneers in showing environmentally friendly behavior so that it has an impact on decision making when carrying out tourism activities or events that pay attention to environmental aspects. Even though this task is not included in the written job description, this behavior becomes something that is instinctive and instilled in employees. The willingness to carry out various extra roles related to the environment is called the Organizational Citizenship Behavior Environment (OCBE) concept. Employees who have OCBE will always try to act selflessly in the hope of realizing the goals of the agency together while realizing environmental sustainability that is maintained (Hendrawan & Cahyandi, 2019).

The willingness of employees to give extra roles can be influenced by various factors. With regard to individual factors, the Environmental Locus of Control is one of the factors that can influence OCBE. Environmental Locus of Control is a development of the concept of Locus of Control that was first presented by Rotter (1996). Related to environmental awareness, there is the concept of Environmental Locus of Control (ELOC) developed by McClavland (2012). Environmental Locus of Control (ELOC) concerns personal self-control related to environmental management so that it can have an impact on environmental sustainability. Various other factors can also affect employee OCB. Alshabaani (2021) explains that an Organizational Citizenship Behavior Environment for employees will arise with good Perceived Green Organizational Support. This concept is a development of Perceived Organizational Support which is the employee's perception that the organization as a place where he works appreciates contributions and cares about his welfare (Marthing & Sandroto, 2018:45). In addition to perceptions of welfare and agency support for employees, this concept was developed into Perceived Green Organizational Support by Lamm (2015) as employee perceptions related to the extent to which agencies pay attention to employees and environmental sustainability. Employees who think that the organization recognizes and appreciates their performance will feel an obligation to assist the agency in achieving its goals (Rhoades and Eisenberger, 2002).

Based on the results of several previous studies regarding the influence of Environmental Locus of Control and Perceived Green Organizational Support on employee OCB Environment, it is still very minimal. This is because many studies still raise research topics in general on the issues of Locus of Control, Perceived Organizational Support and Organizational Citizenship Behavior. In addition, the research results obtained are varied and inconsistent, so it is suspected that there are other factors that explain the relationship between the independent variables, namely Environmental Locus of Control and Perceived Green Organizational Support on employee OCB as the dependent variable. Job Satisfaction or job satisfaction is an individual thing, each individual will have a different level of satisfaction with the value system that applies to him. This is due to the differences in each individual. The high Locus of Control owned by employees, will be able to increase job satisfaction from employees so that OCB will increase. Likewise in terms of concern for the environment, employees will be willing to do more in terms of the environment when they feel their contribution to the environment is one of the things that the organization pays attention to and values (Paillé and Meija-Morelos, 2019).

This is important so that in the future the Culture and Tourism Office of Banyuwangi Regency can continue to develop and get positive evaluations from the people of Banyuwangi. Communities and tourism managers need more than just completing formal tasks carried out by Disbudpar employees. In field implementation, employees with good OCB will be needed so that all performance targets can exceed success indicators. Based on the explanation of the problems above, this is the background of the research "The Influence of Environmental Locus of Control and Perceived Green Organizational Support on Employees' Organizational Citizenship Environmental Behavior with Job Satisfaction as Mediation at the Culture and Tourism Office of Banyuwangi Regency" so that it is hoped that agencies can establish policies that can benefit both parties, both for the agency and for the employees who work and by placing Job

Satisfaction or Employee Job Satisfaction as one of the factors that can have a mediating influence in increasing "extra-role" or employee OCB behavior. It is hoped that with this research, problems related to improving policies for related stakeholders can be studied further.

LITERATURE REVIEW

1. Environmental Locus of Control on Employee Organizational Citizenship Behavior Environment

The concept of Environmental Locus of Control (ELOC) is a development of the concept of Locus of Control. Robbins (2015) explains that Locus of Control is defined as a person's perception of everything that happens as a consequence of his own actions or actions and is under his own control. Claveland et al. (2021: 293) explains that a person's Locus of Control is related to awareness and self-control of behavior towards the environment called the concept of Environmental Locus of Control (ELOC). If employees have strong self-control, then employee extra-role behavior or employee OCB will also increase (Robertson & Barling, 2015). Research conducted by Paillie & Raineri (2016) obtained the result that Environmental Locus of Control (ELOC). Has a positive effect on employee environmental OCB. In line with these findings, Lutherean (2020), Suriyana (2020), Rochanah (2019) and Piola (2019) obtained results that Locus of Control and Perceived Organizational Support had a positive and significant effect on OCB. Based on the description of several previous studies that have been stated above, the authors take the following hypothesis:

H₁ = There is a significant influence of the Environmental Locus of Control on the Organizational Citizenship Behavior Environment of the Banyuwangi Regency Culture and Tourism Office employees.

2. Environmental Locus of Control on Employee Job Satisfaction

Zulfikar (2022) explains that someone with good self-control abilities will support employee job satisfaction. Research conducted by Pawestri's research (2022) obtained the result that Locus of Control has a positive and significant effect on employee job satisfaction or Job Satisfaction. The same research results were also found in the studies of Safitri (2020), Susriyanti (2019), and Karnati (2017). Based on the description of several previous studies that have been stated above, the authors take the following hypothesis:

H₂ = There is a significant effect of Environmental Locus of Control on Job Satisfaction of Banyuwangi Regency Culture and Tourism Office employees.

3. Perceived Green Organizational Support for Employee Organizational Citizenship Behavior Environment

Perceived Green Organizational Support (PGOS) is a development of the concept of Perceived Organizational Support (POS). Perceived Green Organizational Support was first developed by Lamm (2015) as employee perceptions related to the extent to which agencies pay attention to employees and environmental sustainability. When good perceptions are embedded in the minds of employees, employees will be willing to help the organization achieve its goals and are even willing to do things outside of the formal job description. Research Lamm et al. (2015) shows that Perceived Green Organizational Support has an influence on environmental OCB. This is in line with research conducted by Alshaabani (2021), Lutherean (2020), Ali (2018), Dalimunthe (2020) and Prasetyo (2017). Based on the description of several previous studies that have been stated above, the authors take the following hypothesis:

H₃ = There is a significant influence of Perceived Green Organizational Support on the Organizational Citizenship Behavior Environment of Banyuwangi Regency Culture and Tourism Office employees.

4. Perceived Green Organizational Support for Employee Job Satisfaction

When good perceptions are embedded in the minds of employees, employees will feel that the agency values every contribution and opinion, they also feel that there is a form of agency concern for their interests in the form of assistance offered by the agency when employees are in trouble. So that the high level of Perceived Green Organizational Support felt by employees has an impact on job satisfaction felt by employees will also be high (Sarianti, 2018). Research conducted by Layantara (2021) aims to determine the effect of Perceived Organizational Support (POS) on Job Satisfaction to obtain the result that POS has a positive and significant influence on Job Satisfaction. This is in line with research conducted by Permita (2020), Sarianti (2018) and Sulisty (2017) that Perceived Organizational Support has a significant effect on

employee Job Satisfaction. Based on the description of several previous studies that have been stated above, the authors take the following hypothesis:

H₄ = There is a significant influence of Perceived Green Organizational Support on the Job Satisfaction of Banyuwangi Regency Culture and Tourism Office employees.

5. Job Satisfaction on Employee Organizational Citizenship Behavior Environment

Wanih (2020) states that employees will have different levels of job satisfaction according to their value system so that job satisfaction is individual. Increased job satisfaction will affect behavior when carrying out daily work (Larasati, 2021). If employee job satisfaction is high, the behavior shown by employees will also be more positive (Aisyah, 2020). In other words, employee job satisfaction can influence the OCB behavior they do. Research conducted by Larasati (2021) aims to determine the effect of Job Satisfaction on OCB to obtain the result that Job Satisfaction has a significant influence on OCB. This is in line with research conducted by Sholikhah (2022), Aisyah (2020), Ismaillah (2022) that Job Satisfaction has a significant effect on employee OCB. Based on the description of several previous studies that have been stated above, the authors take the following hypothesis:

H₅ = There is a significant effect of Job Satisfaction on the Organizational Citizenship Behavior Environment of Banyuwangi Regency Culture and Tourism Office employees.

6. Mediation of Job Satisfaction between the Environmental Locus of Control and the Organizational Citizenship Behavior Environment of employees

Environmental Locus of Control owned by employees will influence the behavior of environmental citizenship if employees feel satisfaction at work. Research conducted by Paile & Raineri (2016) found that Job Satisfaction mediates the influence of the Environmental Locus of Control on the Organizational Citizenship Behavior Environment. In line with research conducted by Sarifuddin (2022), which aims to determine the effect of Locus of Control on Organizational Citizenship Behavior with the mediating role of Job Satisfaction, the results show that Locus of Control has a positive and significant effect on OCB with the mediation role of Job Satisfaction. In this study it was explained that with a high Locus of Control owned by employees, it would be able to increase job satisfaction from employees so that OCB would increase. The same research results were also found in Pandia's research (2021). This shows that the better the self-control exercised by employees, the more job satisfaction will be created, so that the OCB of employees will be higher, where employees will show more responsibility and have high initiative in doing work so that employees will get satisfaction in doing the job, with satisfied employees, he will not hesitate to carry out activities outside their job description. Based on the description of some of the previous research results that have been put forward, the hypothesis can be formulated as follows:

H₆ = There is a mediating effect of Job Satisfaction between the Environmental Locus of Control and the Organizational Citizenship Behavior Environment of the Banyuwangi Regency Culture and Tourism Office employees.

7. Mediation of Job Satisfaction between Perceived Green Organizational Supports for Employee Organization Citizenship Behavior Environment

Andriyanti's research (2021) found that Perceived Organizational Support has a positive and significant effect on OCB with the mediating role of Job Satisfaction. Perceived Organizational Support can increase employee Job Satisfaction so that in this case, Job Satisfaction can be a mediating variable between Perceived Organizational Support and OCB. The same research results were also found in Anggita's research (2020), Kaffashpor (2017) and Aswin (2017). Employees who think that the organization recognizes and appreciates their performance will feel an obligation to assist the agency in achieving its goals (Rhoades and Eisenberger, 2002). Likewise in terms of concern for the environment, employees will be willing to do more in terms of the environment when they feel their contribution to the environment is one of the things that the organization pays attention to and values (Paillé and Meija-Morelos, 2019). Based on the description of some of the results of previous studies that have been stated above, the authors take the following hypothesis:

H₇ = There is a mediating effect of Job Satisfaction between the Environmental Locus of Control and the Organizational Citizenship Behavior Environment of the Banyuwangi Regency Culture and Tourism Office employees.

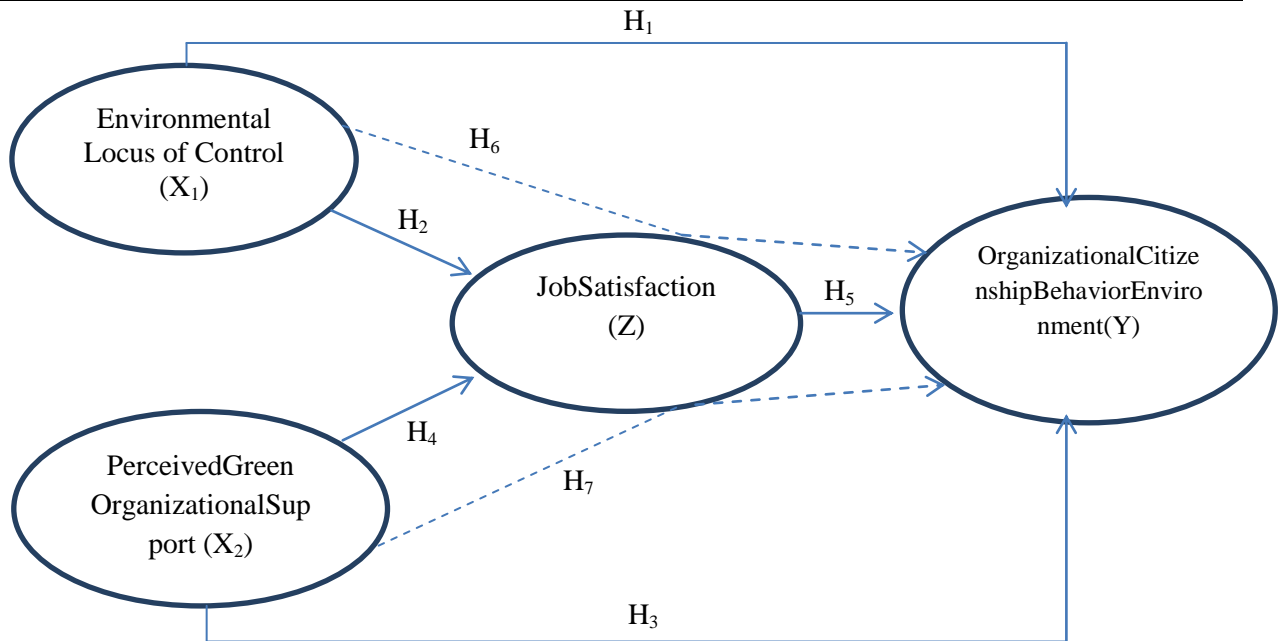


Fig 1. Conceptual Framework

RESEARCH METHOD

This research is designed to solve problems based on the phenomena in the object of study. Based on the relationship pattern, the type of research carried out is exploratory with a quantitative descriptive method. This study describes a causal relationship between variables. The independent variable is Environmental Locus of Control and Perceived Green Organizational Support, the intervening variable is Job Satisfaction, and the dependent variable is Organizational Citizenship Behavior Environment. In this study, the population used is all the employee of the Banyuwangi Culture and Tourism Department who already worked for 1 year minimum. The sampling technique in this study used a non-probability sampling using purposive sampling. The respondents selected in this study were employee who worked minimum 1 year who were considered to have sufficient knowledge about the institution. The number of samples obtained in this study was 99 respondents. The data were collected by distributing questionnaires. This study's questionnaire has 23 number of indicator items, This research is quantitative, so the measurement scale for this study uses a Likert scale. The Likert scale in this study uses an interval of 1-5 to measure respondents' level of agreement with a description of strongly disagree-strongly agree. This research uses a component or variant-based SEM (Structural Equation Modeling) data analysis, operated through the SmartPLS 3.0 Application. To test the hypothesis, The collected data were analyzed using SEM-PLS with the help of the SmartPLS 3.0 application. Hypothesis testing in this study was based on p-value and t-statistics, where a hypothesis can be accepted if the p-value is less than 0.05 and the t-statistic is greater than 1.96 (Hair et al., 2017).

DATA ANALYSIS

4.1 Characteristics of Respondents

This study obtained 99 respondents. Meanwhile, based on gender, 57% or were male. Based on the level of education consisting of undergraduate by 76%. the number of respondents based on position, 17% have high positions, 37% have executive positions and 57% have expert positions.

4.2 Validity Test

Table 1. Validity Test Results

Variabel	Indikator	Outer Loading	Keterangan
Environmental Locus of Control	X _{1. 1}	0.570	Valid
	X _{1. 3}	0.798	Valid
	X _{1. 4}	0.790	Valid
	X _{1. 5}	0.787	Valid
	X _{1. 6}	0.721	Valid

Perceived Green Organizational Support	X_{2. 1}	0.528	Valid
	X_{2. 2}	0.740	Valid
	X_{2. 3}	0.763	Valid
	X_{2. 4}	0.816	Valid
	X_{2. 5}	0.849	Valid
Organizational Citizenship Behavior Environment	X_{3. 1}	0.675	Valid
	X_{3. 2}	0.811	Valid
	X_{3. 3}	0.753	Valid
	X_{3. 4}	0.620	Valid
	X_{3. 7}	0.709	Valid
Job Satisfaction	X_{4. 1}	0.835	Valid
	X_{4. 2}	0.780	Valid
	X_{4. 3}	0.534	Valid
	X_{4. 4}	0.855	Valid
	X_{4. 5}	0.815	Valid

Source: Processed data (2023)

Based on Table 1 above, it is known that all statement items for the variables have a value of count > rtable, so it can be said that all statement items are valid. A significant correlation indicates that the indicator can be used to measure the variables.

4.3 Reliability Test

Reliability is an index that shows how a measuring instrument can be trusted and reliable. This research was conducted by looking at the coefficients of the Cronbach alpha model. The results of the reliability test can be seen in Table 2 as follows:

Table 2. Reliability Test Result

Variabel	Cronbach's Alpha	Keterangan
Environmental Locus of Control	0.879	Reliable
Perceived Green Organizational Support	0.861	Reliable
Organization Citizenship Behavior Environment	0.855	Reliable
Job Satisfaction	0.840	Reliable

Source: Processed data (2023)

Table 2 shows the results of reliability testing on the instrument variables which Cronbach's alpha value is 0,879; 0.861; 0,855; 0,840. This proves that the research instrument in the form of a questionnaire is reliable because the value of Cronbach's alpha is more significant than 0.60. From the reliability test results above, it can be concluded that the statement instrument in this study is reliable or trustworthy.

4.4 Analysis Partial Least Square

A partial least square is used to create and build models and methods for the social sciences with a prediction-oriented approach. PLS is used to determine the complexity of the relationship between a construct and another construct and the relationship between a construct and its indicators. The construction of the path diagram is to combine the inner model and outer model using SmartPLS software. A loading factor value of 0.50 or more is considered vital enough validation and fulfills the requirements to be a construct indicator (Hair et al., 2017).

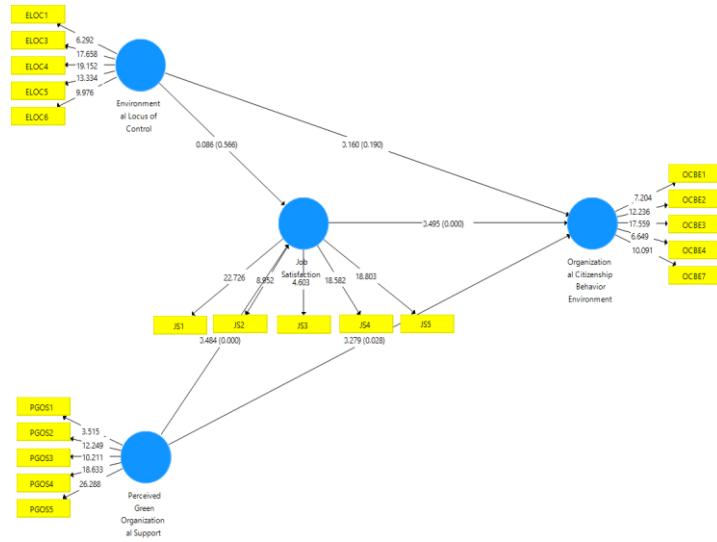


Fig 2. Path Diagram Construction

4.5 Hypothesis Test

Hypothesis testing was carried out using the bootstrap resampling method developed by Geisser and Stone using SmartPLS software. The rule of thumb for the support of a research hypothesis is if the t-statistic value is more than 1.64 (one-tiled) or 1.96 (two-tiled) and the probability value (p-value) is less than 0.05 or 5%. The results of hypothesis testing are presented in the following table.

Table 3. Path Coefficients Result and Hypothesis Testing Results

Path Coefficient	Original Sample (O)	T statistic	t-table	P values	Information
Environmental Locus of Control → Organizational Citizenship Behavior Environment	0.160	1.379	1.967	0.168	Positive insignificant
Environmental Locus of Control → Job Satisfaction	0.086	0.612	1.967	0.541	Positive insignificant
Perceived Green Organization Support → Organizational Citizenship Behavior Environment	0.279	2.378	1.967	0.018	Positive Significant
Perceived Green Organization Support → Job Satisfaction	0.484	3.799	1.967	0.000	Positive Significant
Job Satisfaction → Organizational Citizenship Behavior Environment	0.495	5.177	1.967	0.000	Positive Significant
Environmental Locus of Control → Job Satisfaction → Organizational Citizenship Behavior Environment	0.043	0.635	1.967	0.526	Positive Insignificant

Perceived Green Organizational Support	0.240	3.008	1.967	0.003	Positive Significant
Job Satisfaction					
Organizational Citizenship Behavior Environment					

Source: Processed data SmartPLS (2023)

Based on statistical hypothesis testing in the table above, what obtained the following results:

- 1. Environmental Locus of Control on the Organizational Citizenship Behavior Environment**
 Based on the table above, it can be seen that the t-statistical value of the influence of the Environmental Locus of Control has a positive effect on the Organizational Citizenship Behavior Environment. However, an insignificant effect was found with a t-statistical value of $1,379 \leq t\text{-table value of } 1,967$. It is known that the significance value of α is $0.168 \geq 0.05$. So it can be concluded that the Environmental Locus of Control has a positive but not significant effect on the Organizational Citizenship Behavior Environment. Based on the results of data processing, it can be concluded that H_1 is rejected.
- 2. Environmental Locus of Control on the Job Satisfaction of Banyuwangi Regency Culture and Tourism Office employees.**
 Based on the table above, it can be seen that the t-statistical value of the effect of the Environmental Locus of Control has a positive effect on Job Satisfaction. However, an insignificant effect was found with a t-statistical value of $0.612 \leq t\text{-table value of } 1.967$. It is known that the significance value of α is $0.541 \geq 0.05$. The Environmental Locus of Control variable has an influence of 0.086. So it can be concluded that the Environmental Locus of Control has a positive but not significant effect on Job Satisfaction. Based on the results of data processing, it can be concluded that H_2 is rejected.
- 3. Perceived Green Organizational Support on the Organizational Citizenship Behavior Environment of Banyuwangi Regency Culture and Tourism Office employees.**
 Based on the table above, it can be seen that the t-statistical value of the influence of Perceived Green Organizational Support has a positive effect on the Organizational Citizenship Behavior Environment. A significant effect was found with the variable t-statistical value of $2,378 \geq$ the t-table value of 1,967. It is known that the significance value of α is $0.018 \leq 0.05$. The Perceived Green Organizational Support variable has an influence of 0.279. So it can be concluded that Perceived Green Organizational Support has a positive and significant effect on the Organizational Citizenship Behavior Environment. Based on the results of data processing, it can be concluded that H_3 is accepted.
- 4. The significant influence of Perceived Green Organizational Support on Job Satisfaction of Banyuwangi Regency Culture and Tourism Office employees**
 Based on the table above, it can be seen that the t-statistical value of the influence of Perceived Green Organizational Support has a positive effect on Job Satisfaction. A significant effect was found with the variable t-statistical value of $3,799 \geq$ the t-table value of 1,967. It is known that the significance value of α is $0.000 \leq 0.05$. The Perceived Green Organizational Support variable has an influence of 0.484 on Job Satisfaction. So it can be concluded that Perceived Green Organizational Support has a positive and significant effect on Job Satisfaction. Based on the results of data processing, it can be concluded that H_4 is accepted.
- 5. The significant effect of Job Satisfaction on the Organizational Citizenship Behavior Environment of Banyuwangi Regency Culture and Tourism Office employees.**
 Based on the table above, it can be seen that the t-statistical value of the effect of Job Satisfaction has a positive effect on the Organizational Citizenship Behavior Environment. A significant effect was found with the variable t-statistical value of $5,177 \geq$ the t-table value of 1,967. It is known that the significance value of α is $0.000 \leq 0.05$. The Job Satisfaction variable has an influence of 0.495 on the Organizational Citizenship Behavior Environment. So it can be concluded that Job Satisfaction has a positive and significant effect on the Organizational Citizenship Behavior Environment. Based on the results of data processing, it can be concluded that H_5 is accepted.

6. There is a mediating effect of Job Satisfaction between the Environmental Locus of Control and the Organizational Citizenship Behavior Environment of the Banyuwangi Regency Culture and Tourism Office employees.

Based on the table above, it can be seen that the t-statistical value of the influence of the Environmental Locus of Control has a positive effect on the Organizational Citizenship Behavior Environment mediated by Job Satisfaction. However, it was found that the effect was not significant with a t-statistic value of 0.635 with a magnitude of 0.043 and a p-value of 0.526. So it can be concluded that Job Satisfaction has a positive but not significant effect in mediating the Environmental Locus of Control on the Organizational Citizenship Behavior Environment. H_6 is rejected.

7. There is a mediating effect of Job Satisfaction between the Environmental Locus of Control and the Organizational Citizenship Behavior Environment of the Banyuwangi Regency Culture and Tourism Office employees.

The t-statistical value of the influence of Perceived Green Organizational Support has a positive effect on the Organizational Citizenship Behavior Environment mediated by Job Satisfaction. A significant effect was found with the variable t-statistical value of 3,008 \geq the t-table value of 1,967. It is known that the significance value of α is $0.003 \leq 0.05$. The Job Satisfaction variable has a mediating effect of 0.24 between Perceived Green Organizational Support and Organizational Citizenship Behavior Environment. So it can be concluded that Job Satisfaction has a positive and significant effect in mediating Perceived Green Organizational Support on Organizational Citizenship Behavior Environment. So it can be concluded that H_7 is accepted.

4.4 Discussion

The willingness to carry out various extra roles related to the environment is called the Organizational Citizenship Behavior Environment (OCBE) concept. Based on the results of testing the first hypothesis (H_{a1}) above, it can be seen that the t-statistical value of the effect of the Environmental Locus of Control has a positive effect on the Organizational Citizenship Behavior Environment. However, an insignificant effect was found with a t-statistical value of $1,379 \leq$ t-table value of 1,967. It is known that the significance value of α is $0.168 \geq 0.05$ or greater than the predetermined alpha. So it can be concluded that the first hypothesis (H_1) is rejected that the Environmental Locus of Control has a positive but not significant effect on the Organizational Citizenship Behavior Environment. However, in this study, an insignificant effect was found which was suspected because the object under study was a government agency. It means that the Environmental Locus of Control variable is not a factor that has a major influence on employee willingness to care for the environment and may only focus on formal job descriptions without giving extra roles, especially related to employee sensitivity to environmental issues. The results of this study are also supported by several previous studies from Sanjaya's research (2022), Saputra (2020) and Mulyadi (2019) which also obtained the same results.

Based on the results of testing the second hypothesis (H_{a2}) above, it can be seen that the t-statistical value of the effect of Environmental Locus of Control has a positive effect on Job Satisfaction. The Environmental Locus of Control variable has an influence of 0.086 or 8.6% on Job Satisfaction. Thus 91.4% of employee self-control in influencing job satisfaction is influenced by other factors outside the model. So it can be concluded that the second hypothesis (H_2) is rejected where the Environmental Locus of Control is known to have a positive but not significant effect on Job Satisfaction. With insignificant research results, it means that the Environmental Locus of Control variable is not a factor that has a big influence on employees' feeling of job satisfaction. This is in line with Robertson's statement (2015) where environmental care behavior only has great meaning for someone with good internal control so that it can give birth to satisfaction at work.

Perceived Green Organizational Support is defined by Lamm (2015) as employee perceptions related to the extent to which agencies pay attention to employees and environmental sustainability. Based on the results of the third hypothesis test (H_{a3}), it is known that the Perceived Green Organizational Support variable has a positive effect on the Organizational Citizenship Behavior Environment of the Banyuwangi Regency Disbudpar employees. Apart from having a positive effect, there was also a significant effect with a variable t-statistical value of $2,378 \geq$ a t-table value of 1,967. It is known that the significance value of α is $0.018 \leq 0.05$. So it can be concluded that the third hypothesis (H_3) is accepted. Employees will be willing to

help the organization achieve its goals and are even willing to do things outside the formal job description. The results of this study also support previous research by Lamm et al. (2015) shows that Perceived Green Organizational Support has an influence on environmental OCB. At the same time, it is in line with research conducted by Alshaabani (2021), Lutherlean (2020), Ali (2018), Dalimunthe (2020) and Prasetyo (2017) that the good perception of employees of agencies will make employees willing to take extra role actions or Organizational Citizenship Behavior Environment .

Agencies that have concern for employees and the environment will bring up Perceived Green Organizational Support that can be felt by employees. This will affect the satisfaction felt by the employee concerned. Based on the results of data processing that has been done, the results of testing the fourth hypothesis (H_4) indicate that the variable Perceived Green Organizational Support has a positive and significant effect on employee job satisfaction. The Perceived Green Organizational Support variable has an influence of 0.484. When good perceptions are embedded in the minds of employees, employees will feel indebted to the organization so that they feel they have an obligation to pay for it. Organizational Citizenship Behavior on employees will arise with the existence of a good and consistent perception between agencies and employees. In this study, a positive and significant influence was found which supports several previous studies such as research conducted by Layantara (2021), Permита (2020), Sarianti (2018) and Sulisty (2017) that Perceived Organizational Support has a significant effect on employee Job Satisfaction.

Based on the results of testing the fifth hypothesis (H_5), it is known that there is a positive effect of Job Satisfaction on the Organizational Citizenship Behavior Environment. A significant effect was found with the variable t-statistical value of $5,177 \geq$ the t-table value of 1,967. It is known that the significance value of α is $0.000 \leq 0.05$. The Job Satisfaction variable has an influence of 0.495 or 49.5% on the Organizational Citizenship Behavior Environment. So it can be concluded that Job Satisfaction has a positive and significant effect on the Organizational Citizenship Behavior Environment. Based on the results of data processing, it can be concluded that H_5 is accepted. In this study, a positive and significant influence was found which supports several previous studies such as the research conducted by Aminudin et al. (2022), Larasati (2021), Sholikhah (2022), Aisyah (2020), Ismaillah (2022) that Job Satisfaction has a significant effect on employee OCB. Therefore, employee satisfaction with the institution where he works is one of the determinants in influencing the creation of the extra role of employees at work.

The high Locus of Control owned by employees can increase job satisfaction from these employees so that OCB will increase (Sarifuddin & Soemitra, 2022) Based on the results of testing the sixth hypothesis (H_6) it can be seen that Job Satisfaction is not able to mediate the effect of Environmental Locus of Control on Organizational Citizenship Behavior Environment. This can be seen from the t-statistical value of the influence of the Environmental Locus of Control which has a positive effect on the Organizational Citizenship Behavior Environment mediated by Job Satisfaction. However, it was found that the effect was not significant with a t-statistic value of 0.635 with a magnitude of 0.043 and a p-value of 0.526. So it can be concluded that the sixth hypothesis (H_6) is rejected. With insignificant research results, it means that the Environmental Locus of Control variable is not a factor that has a big influence on employees' feeling of job satisfaction.

Based on the results of testing the seventh hypothesis (H_7) it is known that there is a positive mediating effect of job satisfaction between Perceived Green Organizational Support on Organizational Citizenship Behavior Environment. A significant effect was found with the variable t-statistical value of $3,008 \geq$ the t-table value of 1,967. It is known that the significance value of α is $0.003 \leq 0.05$. The Job Satisfaction variable has a mediating effect of 0.24. So it can be concluded that H_7 is accepted. The results of this study support the research conducted by Andriyanti (2021), Anggita (2020), Kaffashpor (2017) and Aswin (2017). Employees who think that the organization recognizes and appreciates their performance will feel an obligation to assist the agency in achieving its goals (Rhoades and Eisenberger, 2002). Likewise in terms of concern for the environment, employees will be willing to do more in terms of the environment when they feel their contribution to the environment is one of the things that the organization pays attention to and values (Paillé and Meija-Morelos, 2019).

CONCLUSION

Based on the results of data analysis and the discussion described in the previous chapter, the results of the study can be concluded that Environmental Locus of Control has a positive but not significant effect on the Organizational Citizenship Behavior Environment. However, in this study, it was found that the effect was

not significant because it was suspected that there were other factors that were more capable of influencing employees to carry out extra role behavior at work but not through self-control. Environmental Locus of Control is known to have a positive but not significant effect on Job Satisfaction. The greater the Environmental Locus of Control an employee has, the employee's job satisfaction will increase, and vice versa. However, it was found that the effect was not significant because it was suspected that there were other factors that were more capable of influencing employees to feel satisfied at work which did not only come from their self-control ability. Perceived Green Organizational Support has a positive and significant effect on the Organizational Citizenship Behavior Environment. The better the employee's perception of organizational support for the environment owned by the employee, the employee's Organizational Citizenship Behavior Environment will also increase, and vice versa. Perceived Green Organizational Support has a positive and significant effect on Job Satisfaction. Job satisfaction has a positive and significant effect on Organizational Citizenship Behavior Environment. The greater employee satisfaction at work will encourage employees to show civic behavior or OCB. Job Satisfaction is unable to mediate the influence of the Environmental Locus of Control on the Organizational Citizenship Behavior Environment. It is suspected that there are other factors that can be more able to mediate employee self-control in carrying out extra behavior at work. Job Satisfaction is proven to be positive and significant in mediating the effect of Perceived Green Organizational Support on Organizational Citizenship Behavior Environment. It is suspected that there are other factors that can be more able to mediate employee self-control in carrying out extra behavior at work. If employees have a good perception of support from where they work, then employees are satisfied with the gifts and support that have been given, employees will be willing to do extra behavior at work.

Based on the results of the research and discussion that have been described in the previous chapter, the researcher provides several suggestions. In this study, the research subjects studied were only limited to the Culture and Tourism Office Employees in Banyuwangi Regency. For further research, researchers can add samples from several other service offices in Banyuwangi Regency to get more accurate research results. In this study, there were only 2 independent variables and 1 mediating variable to be able to determine the effect on the Organizational Citizenship Behavior Environment. In future research, it is hoped that there will be additional variables to enrich the research results. Researchers suggest adding Environmental Leadership and Pro-Environmental Organizational Culture variables or other variables that can have a greater influence on employee environmental citizenship behavior. If the next researcher wants to do research with the same variables, it is advisable to add indicators that are not included in this study. This aims to expand the discussion of the problem and explore the phenomena that occur so that it can continue to refine existing research.

REFERENCES

- [1] Aboramadan, M., & Osman, M. K. (2021). *Green Human Resource Management, Perceived Green Organizational Support and their Effects on Hotel Employees Behavioral Outcomes. International Journal of Contemporary Hospitality Management, 31*99-3222.
- [2] Alshaabani, A., Farheen, N., & Magda, R. (2021). *Impact of Perceived Organizational Support on OCB in the Time of Covid-19 Pandemic in Hungary: Employee Engagement and Effective Commitment as Mediators. Journal Sustainability, 1*-21.
- [3] Andriyanti, N. P., & Supartha, I. W. (2021). *Effect of Perceived Organizational Support on Organizational Citizenship Behavior With Job Satisfaction as Mediating Variables. American Journal of Humanities and Social Sciences Research, 46*-55.
- [4] Candra. (2021). *Pariwisata: Kapan Bangkit? Dipetik Januari Jum'at, 2023, dari Fakultas Ekonomi dan Bisnis Universitas Brawijaya: <https://feb.ub.ac.id/id/pariwisata-kapan-bangkit.html>*
- [5] Candra, Y. (2019). *PENGARUH SELF-EFFICACY, LOCUS OF CONTROL TERHADAP KEPUASAN KERJA PEGAWAI DENGAN BUDAYA ORGANISASI SEBAGAI VARIABEL PEMODERASI PUSKESMAS AIR HAJI KABUPATEN PESISIR SELATAN. Jurnal Ekonomi Dan Manajemen Sistem Informasi.*
- [6] *Disbudpar Kab. Banyuwangi. (2021). Rencana Strategis Perangkat Daerah Dinas Pariwisata dan Kebudayaan Kabupaten Banyuwangi. Banyuwangi: Kabupaten Banyuwangi.*
- [7] Fatkhurohman, A., & Fatwa, Z. (2022). *Pengaruh Locus of Control, Loyalitas Kerja, Kepuasan Kerja dan Job Crafting pada OCB Pegawai. Prosiding Seminar Nasional FEB UNIKAL 2022.*
- [8] Hendrawan, A., & Cahyandi, K. (2019). *Organizational Citizenship Behavior dan Pelestarian Lingkungan. Smeinar Nasional Edusaintek. Cilacap: 52 - 61.*
- [9] Indriyati, S. M. (2019). *Pengaruh Kompetensi dan Person Organizational Fit (PO-FIT) terhadap Kinerja Pegawai dengan Moderasi Budaya Organisasi (Studi pada Pegawai BPJS Ketenagakerjaan Semarang Raya). National Conference on Applied Business, (hal. 413-423). Semarang.*

- [10] Kemenparekraf. (2021, November Jumat). *Destinasi Wisata Berbasis Sustainable Tourism di Indonesia*. Diambil kembali dari [Kemenparekraf.go.id](https://kemenparekraf.go.id): <https://kemenparekraf.go.id/ragam-pariwisata/Destinasi-Wisata-Berbasis-Sustainable-Tourism-di-Indonesia>
- [11] Khan, N., & Khattak, A. (2021). *Organizational Citizenship Behavior For The Environment Predict Triple Bottom Line Performance in Manufacturing Firms? Business Process Management Journal*.
- [12] Khushk, A. A. (2019). *Impact of Locus of Control (LOC) and Organizational Commitment on Employee Performance- Study of Service Sector, Pakistan. International Journal of Law and Peace Works, 01-06.*
- [13] Lamm, E. (2015). *Empowering Employee Sustainability : Perceived Organizational Support Toward The Environment. Journal of Business Ethics, 207-220.*
- [14] Langkai, J. E. (2020). *Analisis Kompetensi Manajerial Pejabat Struktural di Fakultas Ilmu Sosial Univesitas Negei Manado. Junal Kajian Kebijakan dan Ilmu Administrasi.*
- [15] Larasati, G. (2021). *Pengaruh Transformational Leadership, Job Satisfaction, dan Organizational Commitment Terhadap Organizational Citizenship Behavior . Jurnal Ilmiah Mahasiswa Manajemen, Bisnis dan Akuntansi .*
- [16] Layantara, I., & Mirwan, P. (2021). *Analisis Pengaruh Job Characteristic, POS dan Work Environment Terhadap Job Satisfaction . Syntax Literate : Jurnal Ilmiah Indonesia.*
- [17] Maulana, A., & Oktaviyanti, D. (2022). *Implikasi Kebijakan Atas Terbitnya Travel dan Tourism Development Index 2021 Terhadap Upaya Peningkatan Daya Saing Kepariwisataaan Indonesia di Pasar Global. Jurnal Kepariwisataaan Indonesia , 149-162.*
- [18] Monna, A., Lukito, H., & Games, D. (2022). *The Effect of Leader Member Exchange and Perceived Organizational Support on Organizational Citizenship Behavior Through Job Satisfaction. Jurnal Mantik, 2360-2368.*
- [19] Mun'Im, A. (2022). *Penyempurnaan Pengukuran Kontribusi Pariwisata : Alternatif Percepatan Pertumbuhan Ekonomi Indonesia. Jurnal Kepariwisataaan Indonesia, 1-14.*
- [20] Padmanaban, S. (2021). *The Impact of Locus of Control on Workplace Stress and Job Satisfaction. Current Research on Behavioral Science, 2-6.*
- [21] Paille, & Raineri. (2016). *Trust in the context of psychological contract breach: Implications for. Journal of Environmental Sustainability.*
- [22] Parwoto. (2021). *Effect of Locus of Control and Job Satisfaction to Organizational Citizenship Behavior. European Journal of Business and Management Research.*
- [23] Pawestr, W., & Nurwahyudi, M. (2022). *Pengaruh Budaya Organisasi, LOC dan Stres Kerja Terhadap Kepuasan Kerja pada Super Dazzel Cabang Yogyakarta. Journal Riset Akuntansi dan Bisnis Indonesia, 436-454.*
- [24] Pertiwi, C., Panorama, M., & Azwari, P. C. (2020). *Pengaruh Independensi dan Kompetensi terhadap Kinerja Auditor dengan Komitmen Organisasi Sebagai Variabel Intervening. Jurnal Intelektualitas: Keislaman, Sosial dan Sains, vol 9, no 2.*
- [25] Pinzone, G., M., L., & Huisigh, D. (2019). *Effect of Gren Training on Pro-Environmental Behavior and Job Satisfaction : Evidence From The Italian HHealthcare Sector. Journal of Cleaner Production, 221-232.*
- [26] Piola, M., & Mu'jizat, P. (2019). *Influence of LOC on OCB in Companies Drinking Water Area. Journal Gorontalo Management Research, 102-116.*
- [27] Rahayu, G. (2022). *Pengaruh Self Efficacy dan LOC terhadap OCB dengan JOB Satisfaction Sebagai Variabel Intervening. Repository Universitas Muhammadiyah Sumatera Utara.*
- [28] Robbins, S. P., & Judge, A. T. (2015). *Perilaku Organisasi. Jakarta: Salemba 4.*
- [29] Robertson, J., & Barling, J. (2015). *The Psychology of Green Organizations. New York: Oxford University Press.*
- [30] Sanjaya, D., & Bastian, A. (2022). *Dampak Locus of Control Dalam Organizational Citizenship Behavior Peran Mediasi Komitmen Afektif. Jurnal Komunitas Sains Manajemen.*
- [31] Saputra, A. (2020). *Pengaruh LOC dan Job Involvement Terhadap OCB dengan Komitmen Organisasi Sebagai Variabel Intervening. Repository Universitas Maulana Malik Ibrahim.*
- [32] Saputra, F. (2021). *The Effect of Job Satisfaction and Work Environment on Employee Turnover Intention of PT. Honda Motor Tanjung Api Api. International Journal of Marketing and Human Resource Research, 115-128.*
- [33] Sarifuddin, J., & Soemitra, A. (2022). *Organizational Citizenship Behavior : Pengaruh Spiritual Leadership, Self Efficacy and Locus of Control dengan Peran Mediasi Job Satisfaction. Jurnal Ekonomi dan Bisnis Islam, 117-137.*
- [34] Sholikhah, C. (2022). *Pengaruh Kepuasan Kerja terhadap OCB pada Instansi Rite. Jurnal Ilmu Manajemen .*
- [35] Tran, B. D. (2021). *Locus of Control and Job Satisfaction in Australia: The Mediating Role of Job Perception. Journal of Behavioral and Experimental Economics.*
- [36] Wanih, M., & Iqbal, M. (2020). *The Effect of Job Satisfaction, Organizational Commitment and Work Motivation to Organizational Citizenship Behavior (OCB) Teachers in SMAN 9 Tangerang. Dinasti International Journal of Education Management And Social Science.*
- [37] Wardhana, P. P. (2020). *Peran Locus of Control Terhadap Kinerja Pegawai Melalui Kepuasan Kerja Pada Pegawai PT. Ilham Hasil Mandiri Kabupaten Sidoarjo. Jurnal Ilmu Manajemen .*
- [38] Zulfikar, & Wulandari. (2022). *The Effect of Locus of Control on Job Satisfaction at Grapari Telkomsel, Bima City. Formosa Journal of Social Sciences, 65-76.*