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THE RELATIONSHIP BETWEEN QUALITY OF WORK LIFE (QWL) AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) IN OIL AND GAS SECTOR IN TERENGGANU MALAYSIA.

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ABSTRACT

Organizations worldwide in today's industries are facing challenges with the globalization of the economic issue and the growing of marketplace. The purpose of this study is to examine the relationship between quality of work life and organizational citizenship behavior in oil and gas sector in Terengganu, Malaysia that arising from the problem of economic and growing marketplace

challenges nowadays which influenced on organization's changes and employee decision to choose a better career for their self-continuation. The conceptual framework of this study is based on the model of Quality of Work Life (compensation, working condition, development of human capacities, opportunity, social integration, constitutionalism, and life space) by Walton and the concept of organizational citizenship behavior (OCB). OCB is a concept that describes employees' voluntary commitment within an organization that not part of their contractual tasks. A total of 498 employees from various companies who works onshore in oil and gas sector in Terengganu Malaysia were selected as respondents through convenience sampling technique. Findings indicated that working condition and compensation was significantly related to employees' voluntary commitment within an organization that not part of their contractual tasks. To conclude this study, optimizing the allocation for working conditions to employees can lead to higher organizational citizenship behavior.

Keywords: Quality of work life, organizational citizenship behavior, employees, oil and gas sector.

INTRODUCTION

To increase and maintain the quality of work life harmoniously, there is a need to maintain the quality of human inputs in organization. As mentioned by Rose, Beh, Uli and Idris (2006) quality of work life is a set of principles or philosophy that holds the employees are trustworthy, responsible and capable of completing all the contribution in organization.

In today's organizational, oil and gas organization may lose employees voluntary commitment through economic issues brought on by problems related to stress due to global economic uncertainties at this time (Henderson, 2013). As stated by Awang, Ahmad and Zain (2010) that if employees are satisfied with their jobs, then they committed to exhibit extra external behavior and less turnover rate. Thus, when employees were feeling satisfied they tend to increase the higher level of service-oriented on organizational citizenship behavior (Chou and Rodriguez, 2013). Thus, it is critical to recognize causes of organizational citizenship behavior and how oil and gas employees can most effectively manage the quality of work life.

LITERATURE REVIEW

Although researchers have given the issue of quality of work life a great deal of attention and practitioners have attempted to increase the organizational citizenship behavior, to date the organizational citizenship behavior continues to be problematic. Today, employees in oil and gas industry are facing economic downturn in their workplace that arising from the problem of economic and

marketplace challenges which influenced on organization's changes and employee decision to choose another career for their self-continuation. Therefore, one possible explanation as to why organizational citizenship behavior continues to be problematic is due to relevant dimensions of quality of work life for oil and gas employees have not yet been identified. Currently, quality of work life experienced by oil and gas employees could reduce their organizational citizenship behavior, therefore this study focuses specifically in one state of oil and gas organization which has not been addressed seriously.

Quality of work life was first conceptualized by Walton (1973), whereby quality of work life is viewed as comprehensive program that is influencing organizational commitment in the present technical, technological, economic, cultural and social complexity era. In other opinion by Abdulaziz, and F. Nazarmahd (2011), their findings of QWL towards librarians in government academic libraries in the Klang Valley indicate positive and significant relationship between organizational commitment and the quality of work life. It is believed that employees' attitudes toward their organization depend on the services that the due organization grants them. According to Abdulaziz, and F. Nazarmahd (2011) again, there is a converse relationship between quality of work life and organizational citizenship behavior indicating that there is high quality of work life in house officers, resulting in high organizational citizenship behavior. Walton (1973), identified eight dimensions of quality of work life which are adequate and fair compensation, safe and healthy environment, growth and security, development of human capabilities, the total life space, social integration, constitutionalism, and social relevance.

Lewis, Brazil, Krueger, Lohfeld and Tjam (2001) pointed out the followings as the main influential dimensions which are fairness, clear supervision system, organizational decisions, professionalism, education, contradiction and limited role, occupational feedback, promotion opportunity, fair payment, commitment and loyalty to the organization, positive relationship, free hand, being recognized, capability of predicting work activities. Generally, quality of work life is vital for employees because in their everyday work they deal with people at different level in their workplace.

Background of this study is based on the studies collected that there are seven best dimensions' quality of work life by (Walton, 1973). According to them, the best seven dimensions include compensation, working condition, development, opportunity, social integration, constitutionalism and lastly life space. Indeed, Sajjad and Abbasi (2014) found working condition, development, constitutionalism, and life space to be a significant source of quality of work life that has a direct positive and meaningful influence on organizational commitment of customs employees in Iran. However, this study proposed that there is no

relationship between compensation, opportunity, and social integration with organizational commitment.

In a study of employees representing oil industries' company, Parvar, Allameh and Ansari (2013) found that the effect of employee's quality of work life is directly influences the organizational commitment as stated with the hypotheses given which the personnel will raise if the employees' quality of work life is increasing too.

In addition, a study by Das (2013) presented eight factors that influenced employees on quality of work life, but three of the factors shown the most influenced to employees which is working condition, development, and social integration.

Other than that, Choi, Heo and Kim (2015) stated that an effective compensation system can motivate individuals' non-organizational citizenship behavior and organizational citizenship behavior, which leads to enhanced performance. Thus, this motivates organizational members and has an important effect on organizational citizenship behavior.

Moreover, a study by Mahmoudi (2015) reported that life space is related to establish a balance between work life and other employees' sector including leisure time, education and family life. A more life space could highly create a balance between employees' work and life. Therefore, employees tend to work harder and doing more than their usual job duties.

Another study by Walton (1973) found that opportunities are to provide a condition to improve individual abilities, opportunities for advancement and opportunities to apply acquired skills and provide income and employment security. On that note, Bateman and Organ (1983) proved that opportunities variable are fixed and have a positive influence on organizational citizenship behavior as an employees' willingness to perform behaviors that beyond their role and position formal requirements are also considered as one of the basic constitutive elements.

On the other hand, Walton (1973) mentioned social integration include a situation where no bias towards race and gender and considering various aspects of personnel life. This variable is not helping the other employees in performing their tasks and not focus on organizational citizenship behavior at all, and the same study by Walton (1973) also found that constitutionalism in the organization of work is to observed the fairness and efficacy in a job promotion, freedom of expression, job security, ethnicity, religious and many more. Hence, there is a lack of studies to support between constitutionalism and organizational citizenship behavior.

Apart from that, the essence of organizational citizenship behavior relies on

quality of work life (Papi and Nuralizade, 2014). Based on study done by Papi and Nuralizade (2014), the results shown that quality of work life and organizational citizenship behavior have a positive significant relationship between the variables. As mentioned by Lambert (2010), organizational citizenship behavior can be viewed as something extra beyond the basic job description, is without any compensation, and is for the betterment to the organization.

RESEARCH OBJECTIVE

The objective of this study is to determine whether there is a relationship between quality of work life and organizational citizenship behavior in the model.

METHODOLOGY

Survey questionnaires were used to collect data from the respondents comprising of employees at an oil and gas industry.

There were 3 sections which the first section constructs on 5 demographic variables (gender, age, marital status, monthly salary, and length of service) of the sample, followed by 64 items in quality of work life and 20 items on organizational citizenship behavior. 5-points Likert-scale were used for the questions. To assess the oil and gas employees quality of work life, a series of questions developed by Swamy, Nanjundeswaraswamy and Rashmi (2015) was utilized. In addition, organizational citizenship behavior was measured using self-evaluation adapted from Swamy, Nanjundeswaraswamy and Rashmi (2015) as well.

A total of 550 questionnaires were distributed to employees in oil and gas industry which offer solutions ranging from day-to-day office operations. A total of 498 respondents responded and have contributed in this research.

RESULTS

Sample Description

The data of the completed questionnaire were analyzed using SPSS version 20. With regard to gender, out of 498 responses, 50.2% of the respondents were male and 49.8% were female. Examining the respondents' age, 65.1% of the respondents were in the range of 20 – 30 years old, followed by age group between 31-40 years old and 41-50 years old, while only 0.2% respondents are above 51 years old. Meanwhile for marital status, 57.6% were married and 42.4% reported as unmarried. In addition, 49.6% respondents work between one to three years, followed with 22.1% who work for three to five years, 21.9% work five years and above, and only 6.4% served for less

than a year with the current organization.

Relationship between Independent and Dependent Variables

This section discusses the findings on the correlation between each component of quality of work life and organizational citizenship behavior in oil and gas company. As shown in Table I, the interpretation of the correlation coefficients whereby in Table II, the results from the correlation coefficients between QWL and OCB.

TABLE I: PEARSON CORRELATION COEFFICIENT TABLE INTERPRETATION

Strength of Association	Negative	Positive
Weak	-0.29 till 0.10	0.10 till 0.29
Moderate	-0.49 till 0.30	0.30 till 0.49
Strong	-1.00 till 0.50	0.50 till 1.00

Correlation between Each Component of Quality of Work Life and Organizational Citizenship Behavior

As shown in Table II not all the correlation between all components of quality of work life and organizational citizenship behavior was significant ($p < .05$). Results indicate that organizational citizenship behavior was significant, positive and had a high correlation with working condition ($r = .625$; $p < .05$); a significant, negative and moderate relationship with compensation ($r = -.333$; $p < .05$); a significant, negative and moderate relationship with total life space ($r = -.297$; $p < .05$); and in lastly, a significant weak but positive correlation with opportunity ($r = .250$; $p < .05$). On the other hand, organizational citizenship behavior has a positive weak correlation with overall quality of work life ($r = .163$; $p < .05$). With regards to this, positive relationships between the two quality of work life dimensions, shows that the more the employees in oil and gas industry experience quality of work life, the more their employees' voluntary commitment within an organization that not part of their contractual task and vice versa. In summary, working condition has the strongest association with organizational citizenship behavior ($r = .625$; $p < .05$) while opportunity, had the weakest ($r = .250$; $p < .05$) relationship.

TABLE II: CORRELATION COEFFICIENTS BETWEEN THE SEVEN DIMENSIONS OF QUALITY OF WORK LIFE AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR

Components of QWL	Pearson Correlation Coefficient (<i>r</i>)
Working Condition	.625
Compensation	-.333
Life Space	-.297
Opportunity	.250
Social Integration	-.115
Development	-.060
Constitutionalism	.070

DISCUSSION

The results of this study show that the correlation between working condition and organizational citizenship behavior for oil and gas company was significant, positive, and strong. This is consistent with Das (2013) study where working conditions dimension shown the most influenced to employees. According to Davoudi (2014) working condition is a situation where organizational creating a physically immune working conditions and specifying rational working hours, proper drinking water facilities, library and reading room and so on whereas Kanten (2014) reported employees working environment includes employees' convenient situation for physical and mental health. This indicates that if employees are exposed to stable working conditions or in other words, the more safe and healthy work environment in organization prevails the more employees' organizational citizenship behavior, thus their level of organizational citizenship behavior also high.

Further, this study reveals that the relationship between compensation and life space with organizational citizenship behavior were significant, negative and moderate among all of the seven dimensions of quality of work life which is similar with Choi, Heo and Kim (2015) and (Mahmoudi, 2015). Besides, the results of this study also shown that the relationship between organizational citizenship behavior and opportunity was the weakest, contradict to (Bateman and Organ, 1983). Although the result was the weakest, it also similar to (Bateman and Organ, 1983) where there was a positive influence on organizational citizenship behavior.

In contrast, this study reveals that there are incompatibility between social integration, development, and constitutionalism towards organizational citizenship behavior. With regard to the relationship between these three variables, results indicate that the relationship between all of these components were not significant, negative and weak which is consistent to Walton (1973) study

however inconsistent with (Das, 2013). Depending on the quality of work life, variations occur in the level of individual citizenship behavior in such a way that if the quality of work life is not affected, the organizational citizenship behavior significantly increases. The findings of this study indicate that the quality of work life in employees oil and gas working environment must be further explored. Thus, employees need to understand the role of quality of work life in increasing their organizational citizenship behavior effectively at workplace.

Conclusion

Based on previous researches, there are many contradicts findings on quality of work life such as social integration, development, and constitutionalism towards organizational citizenship behavior. As extension of previous research, this study revealed social integration, development, and constitutionalism were negatively significantly associated with organizational citizenship behavior while working condition and compensation were found positively significantly related to organizational citizenship behavior. In relation to this, it can be concluded that any increases of working condition and compensation will lead to higher organizational citizenship behavior. Therefore, under those circumstances the organization should be aware that these critical factors could lead to lower performance in organization and eventually will decrease the organizational citizenship behavior. Consequently, in relation to social integration, development, and constitutionalism, employers must address these issues by providing job planning, job direction, and job expectation from top management. The employees in oil and gas sector must be aware on expectations from organization, the rights, the activities and the responsibilities of his or her position. Other than informing the employees the expectation and job planning, employers also need to provide them with adequate work life balance in order to retain employees and carry out their duties. Meanwhile, working conditions were identified positively associated with organizational citizenship behavior. This shows that optimizing the allocation for working conditions to employees can lead to higher organizational citizenship behavior. On the whole, organization should maintain a conducive work environment, which is free from security issues, belongingness, and threat. Oil and gas sector should formulate policies related to secure workplace design and working conditions.

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