

# QUALITY OF WORK LIFE AFFECTING ON ORGANIZATIONAL COMMITMENT THROUGH ORGANIZATIONAL CITIZENSHIP BEHAVIOR: A CASE STUDY OF PT GAS SERVICE STATIONS EMPLOYEES IN THE NORTHEAST, THAILAND

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## ABSTRACT

The purposes of the research were to study; 1) Quality of work life on pt gas service stations employees in the northeast, Thailand, 2) Relationship between Quality of work life and Organizational citizenship behavior, 3) Relationship between Quality of work life and Organizational commitment, and 4) Relationship between Organizational citizenship behavior and Organizational commitment. In this research the focus target population include, Employees of pt gas stations in the northeast, Thailand, for a total of 4,088 people. The instrument used within the study was a questionnaire. The statistical tools used included frequency, percentage, mean, standard deviation, Pearson's Correlation, and Multiple Regression Analysis.

The hypotheses testing found that Quality of work life statistically significant positive influence on Organizational citizenship behavior, the standardized coefficients ( $\beta$ ) was .571; Quality of work life statistically significant positive influence on Organizational commitment, the standardized coefficients ( $\beta$ ) was .551; Organizational citizenship behavior statistically significant positive influence on Organizational commitment, the standardized coefficients ( $\beta$ ) was .652 and relationship between Quality of work life and Organizational commitment with Organizational citizenship behavior as a moderator variable, the standardized coefficients ( $\beta$ ) was .500

In conclusion, Quality of work life had statistically significant positive influence on Organizational citizenship behavior, Quality of work life had statistically significant positive influence on Organizational commitment, Organizational citizenship behavior statistically significant positive influence on Organizational commitment, and relationship between Quality of work life and Organizational commitment with Organizational citizenship behavior as a moderator variable.

**Keywords:** Quality of Work Life, Organizational Citizenship Behavior, and Organizational Commitment

## INTRODUCTION

### *Background*

In the current situation, the internal and external environments have rapidly changed, due to the country's unstable economic condition, political unrests, societal changes, and the change in work environment. Consequently, many organizations have reformed and changed their management models, various policies, and organizational structure in order to conform to the current changes. These changes directly affect the employees in organizations; they are required to adopt and adapt accordingly to the new policies and management models. Moreover, it can lead to both positive and negative effects. On the positive note, an organization will have a more efficient management, dedicated and enthusiastic employees with the shared goal, and so forth. However, changes that occur too sudden and rapid might prompt negative effects such as; employees lack the organizational commitment, misbehave, and continuing decrease in work satisfaction. Employees also find better jobs with better opportunities to advance in their careers, better salaries, better environments and acceptance. As a result, these negative effects may lead the many job switches.

One of the key factors of a successful and prosperous organization is to have employees that have sufficient knowledge, capability, skills and expertise. Employees with the above-mentioned criteria are the

essential factors that people the organization to success and prosperity. Therefore, the management of an organization is required to realize and prioritize the satisfaction, the working condition, facilities and a good environment for employees that would lead to a better quality of their work life. The proper employees with the above-mentioned criteria lead an organization to success as opposed to employees who are not satisfied with work and are not treated well by an organization. These employees with an unsatisfied work life often perform inefficient work for an organization. This may be due to the lack of a proper work life.

A good work life of employees might result in having a better organizational commitment and a better sense of organizational citizenship behavior, which are the key elements. It creates a mental state that makes employees devoted to, dedicated to, loyal to and confident in the organization. Nevertheless, making employees feel devoted and dedicated to an organization is extremely important, because employees are one of the essential fundamentals of an organization. Thus, the management should consider prioritizing employees, regardless of the size of an organization in order to operate the business efficiently and effectively. Cooperation within an organization is also crucial. Promoting a better sense of organizational citizenship behavior is critical to its operation, because employees that are devoted and dedicated to an organization will drive an organization's operation efficiently and effectively. Moreover, an organization commitment decreases the chance of losing employees.

An organizational citizenship behavior is not written in work requirements but it is a very important thing for employees that every organization would love to have. The reason for this is to have employees with an organizational citizenship behavior means that they are devoted and dedicated to work, which projects positive effects for an organization. If management of an organization prioritizes and promotes an organizational citizenship behavior for their employees, that organization would eventually become successful and prosperous.

The purposes of the research were to study; 1) To study quality of work life on pt gas service stations employees in the northeast, Thailand.2) To study relationship between quality of work life and organizational citizenship behavior. 3) To study relationship between quality of work life and organizational commitment. 4) To study relationship between organizational citizenship behavior and organizational commitment.

## **LITERATURE REVIEW**

The literature search in this research study was from three theories of researchers that was quality of work life, organizational citizenship behavior, and organizational commitment.

### ***Quality of Work Life***

The quality of work life (QWL) is getting greater proportions, due to advances of studies on the subject, which was retaken in 1974 due to the global energy crisis and inflation. Walton [1] pointed out eight indicators of quality of work life composed of, 1) adequate and fair compensation 2) safe and healthy working conditions 3) opportunity to use and develop human capacities 4) opportunity to growth and security 5) social integration in the work organization 6) constitution in the work organization 7) work and total life span and 8) social relevance of work life. QWL is a way of thinking about people, work, and organizations (Nadler and Lawler [4]). Martel and Dupuis [14] suggested definition of QWL as follows: Quality of work life, at a given time, corresponds to the condition of an individual in his or her dynamic pursuit of his or her hierarchically organized goals within work domains where the reduction of the gap separating the individual from these goals is reflected by a positive impact on the individual's general quality of life, organizational performance, and consequently to the overall functioning of society. In recent years, ethics, quality of work life (QWL) and job satisfaction are increasingly being identified as progressive indicators related to the function and sustainability of organizations (Koonmee *et al.* [15]). Amongst various reasons for employee stability the Quality of Work Life is one among them. Quality of work Life is a multidimensional construct and it has been influenced by many variables. The following nine significant dimensions were identified based on factor analysis: Work environment, Organization culture and climate, Relation and cooperation, Training and development, Compensation and Rewards, Facilities, Job satisfaction and Job security, Autonomy of work and Adequacy of resources. This research was adapted of the concept of quality of work life from Walton [1] by classified in 8 factors.

### ***Organizational Citizenship Behavior***

Organ [5], in the beginning proposed a five-section OCB model comprising altruism, courtesy, conscientiousness, civic virtue, and sportsmanship. According to Organ [5], sportsmanship can be defined as agreeableness by employees to face unfavorable conditions without making any complain; civic virtue is attitude

representative that personnel gives vigorous attention towards the lifespan of their institute; and conscientiousness is behavior adopted by workers showing that employees admit and follow the instructions, conventions, and measures enacted by the organization. Greenberg and Baron [7], pointed out five indicators of Organizational Citizenship Behavior composed of, 1) altruism 2) conscientiousness 3) civic virtue 4) sportsmanship and 5) courtesy. However, pragmatic investigation of (Bachrach, Bendoly, & Podsakoff [11]) and (Podsakoff & Mackenzie [6]) showed that managers frequently have difficulty in differentiating the other measurements in Organ's theoretical model and they considered altruism, peacekeeping and cheerleading as constituent of complete supporting measurement. Consequently, supporting behavior is undoubtedly observed as second-order hidden perception covering these four perceptions (Altruism, peacekeeping and cheerleading) as distinguished by (Podsakoff, Ahearne, & MacKenzie [9]) these dimensions "evidently encompass the happening of work related difficulties". In This research was adapted of the concept of Greenberg and Baron [7] by classified in 5 factors.

**Organizational Commitment**

The main focus of this part was to explore the concept "organizational commitment". The discussion includes the following aspects: theoretical background; definition of the concept; the concept organizational commitment has grown in popularity in the literature on industrial and organizational psychology (Cohen [10]). Early studies on organizational commitment viewed the concept as a single dimension, based on an attitudinal perspective, embracing identification, involvement and loyalty (Porter, Steers, Mowday and Boulian [2]). According to Porter *et al.* [2] an attitudinal perspective refers to the psychological attachment or affective commitment formed by an employee in relation to his identification and involvement with the respective organization. Miller [12] also states that organizational commitment is "a state in which an employee identifies with a particular organization and its goals, and wishes to maintain membership in the organization". Organizational commitment is therefore, the degree in which an employee is willing to maintain membership due to interest and association with the organization's goals and values. Arnold [13] namely that organization commitment was "the relative strength of an individual's identification with and involvement in an organization". In addition, the literature review of this study also covers the composition of organizational commitment, Meyer and Nancy Allen [8] have identified three types of organizational commitment: affective, continuance, and normative. Mowday *et al.* [3] they advanced commitment as an alternative construct to job satisfaction and argued that commitment can sometimes predict turnover better than job satisfaction. Commitment was characterized by 3 related factors: a) a strong belief in and acceptance of the organization's goals and values b) a willingness to exert considerable effort on behalf of the organization c) a strong desire to maintain membership in the organization. In This research was adapted of the concept of Porter *et al.* [11] by classified in 3 factors.

**CONCEPTUAL MODEL AND HYPOTHESES**

From the review of the literature, the conceptual framework of this research study was presented in figure 1. therefore the research hypotheses ware:

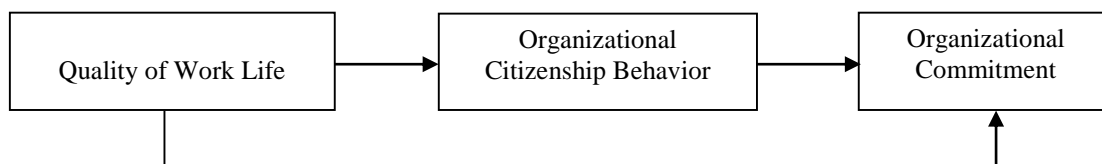
H<sub>1</sub>: Quality of work life statistically significant positive influence on Organizational citizenship behavior.

H<sub>2</sub>: Quality of work life statistically significant positive influence on Organizational commitment.

H<sub>3</sub>: Organizational citizenship behavior statistically significant positive influence on Organizational commitment.

H<sub>4</sub>: Relationship between Quality of work life and Organizational commitment with Organizational citizenship behavior as a moderator variable

**Figure 1**  
Research conceptual framework



The research hypotheses can be presented in the forms of structural equations in order to describe the relationship among variables and predict the dependent variable for hypotheses testing. The symbols used to represent the variables stated as follows:

- QWL = Quality of Work Life
- OCB = Organizational Citizenship Behavior
- OC = Organizational Commitment

The structural equation can be explained as follows:

$$\begin{aligned}
 \text{OCB} &= \beta_1 \text{QWL} && \dots\dots\dots (1) \\
 \text{OC} &= \beta_2 \text{QWL} && \dots\dots\dots (2) \\
 \text{OC} &= \beta_3 \text{OCB} && \dots\dots\dots (3)
 \end{aligned}$$

This research study aimed to investigate quality of work life affecting on organizational commitment through organizational citizenship behavior: The research study was a quantitative research method. The targeted population of this research study was employees of pt gas stations in the northeast, Thailand of 210 respondents. Data were collected through 5-point Likert scale questionnaire surveys. This research study was cross-sectional as the data were collected at a single point of time from the key respondents. Content validity was applied to ensure the accuracy of a measurement tool. Cronbach’s alpha was conducted to test for reliability with cronbach’s alpha coefficient of quality of work life, organizational citizenship behavior, and organizational commitment of 0.940, 0.926, and 0.875, respectively as shown in Table 1.

The cronbach’s alpha value of the scale of all variables is greater than 0.700, so it shows that the scale has very good reliability. Data were analyzed by descriptive statistics including frequency, percentage, mean, standard deviation; and inferential statistics including the Pearson’s Product-Moment Correlation and Multiple Regression Analysis. The research results can be significantly analyzed with 95% confidence interval.

**Table 1**  
Cronbach’s alpha coefficient of variables

Item	Cronbach’ s Alpha
Quality of Work Life	.940
Organizational Citizenship Behavior	.926
Organizational Commitment	.875

The research results were analyzed by using the statistical package for social science. The research findings and the hypotheses testing in this research study were presented as follows.

For inferential statistics, the analysis of the correlation coefficient between the two independent variables was explored. Pearson's Product-Moment Correlation was used to determine the relationship of the independent variables. The objective was to find the magnitude of correlation among the variables and to test for Multicollinearity. Thus, correlation analysis between the independent variables was shown in Table 2.

**Table 2**  
Correlation analysis between variables

	QWL	OCB	OC
QWL	1		
OCB	.571**	1	
OC	.551**	.652**	1

Table 2 depicted the relationship between the independent variables that correlation coefficients (*r*) are not exceed 0.800. As Hair *et al.* [16] described the relationship between the variables that must be less than 0.800 otherwise it may cause Multicollinearity. This research shown that the relationship between the independent variables with the highest value of 0.652, which was not exceed 0.800, accordingly multi-collinearity problem was not found. Therefore, it can be tested by using Multiple Regression Analysis, a linear model. Therefore it can test by using multiple regression analysis to the next.

H<sub>1</sub>: Quality of work life statistically significant positive influence on Organizational citizenship behavior.

**Figure 2**

A multiple regression analysis of quality of work life on organizational citizenship behavior

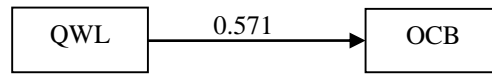


Figure 2 presented the result by using multiple regression method. It showed that Quality of work life statistically significant positive influence on Organizational citizenship behavior by standardized coefficients ( $\beta$ ) 0.571. Therefore 1 is supported.

H<sub>2</sub>: Quality of work life statistically significant positive influence on Organizational commitment.

**Figure 3**

A multiple regression analysis of quality of work life on organizational commitment

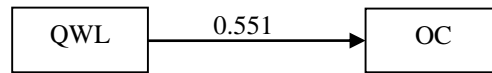


Figure 3 presented the result by using multiple regression method. It showed that Quality of work life statistically significant positive influence on Organizational commitment by standardized coefficients ( $\beta$ ) 0.551. Therefore 2 is supported.

H<sub>3</sub>: Organizational citizenship behavior statistically significant positive influence on Organizational commitment.

**Figure 4**

A multiple regression analysis of organizational citizenship behavior on organizational commitment

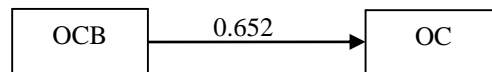


Figure 4 presented the result by using multiple regression method. It showed that Organizational citizenship behavior statistically significant positive influence on Organizational commitment by standardized coefficients ( $\beta$ ) 0.652. Therefore 3 is supported.

H<sub>4</sub>: Relationship between Quality of work life and Organizational commitment with Organizational citizenship behavior as a mediator variable

**Figure 5**

A multiple regression analysis of relationship between quality of work life and organizational commitment with organizational citizenship behavior as a mediator variable

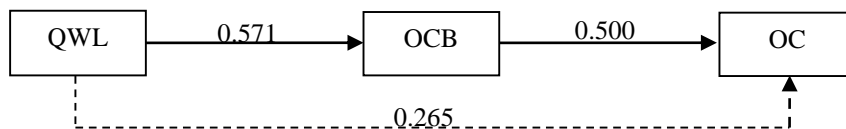


Figure 5 presented the result by using multiple regression method. It showed that Organizational citizenship behavior statistically significant positive influence on Organizational commitment by standardized coefficients ( $\beta$ ) 0.500. Organizational citizenship behavior was the mediating variable for the relationship between Quality of work life and Organizational commitment. Therefore 4 is supported.

## CONCLUSIONS

This research study aimed to investigate quality of work life affecting on organizational commitment through organizational citizenship behavior: a case study of PT gas service stations employees in the northeast, Thailand. The results revealed that quality of work life had statistically significant positive influence on organizational citizenship behavior, Quality of work life had statistically significant positive influence on Organizational commitment, Organizational citizenship behavior statistically significant positive influence on organizational commitment, and relationship between Quality of work life and organizational commitment with Organizational citizenship behavior as a moderator variable. However, there are many other factors that can be expected to enhance quality of woke life such as organizational climate, employee motivation, or leadership for further research.

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