



THE INFLUENCE OF ORGANIZATIONAL CITIZEN BEHAVIOR (OCB) ON OCCUPATIONAL FATIGUE AND PHYSICAL WORKLOAD OF OIL AND GAS INDUSTRY EMPLOYEES

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Abstract

Companies engaged in the energy sector including oil, gas and new and renewable energy carry out their business activities based on the principles of good corporate governance so that they can be highly competitive in the era of globalization. Every organization or company has voluntary unofficial rules, namely Organizational Citizenship Behavior (OCB) which is expected to unite employees with their work environment. It shows that workload and mental fatigue can affect the OCB of. This study used a quantitative approach with a cross-sectional design. Respondents/samples were taken by means of simple random sampling. Variables in this study include Organizational Citizenship Behavior (OCB), work fatigue, physical workload. Based on the results of multiple linear regression tests jointly between Citizenship Behavior (OCB, exercise habits, staying up late, and the amount of time sitting in one day (hours) with work fatigue shows the sig. value of the ANOVA test of 0.005 or less than 0, 05 with a significant effect of 21.9% (R square 0.219) whereas with physical workload it shows a sig. value of 0.082 or more than 0.05. This research can be concluded that there is an influence of Organizational Citizenship Behavior (OCB) on work fatigue In addition, it can be concluded that there is no influence between Organizational Citizenship Behavior (OCB) and physical workload in the gas and oil industry.

Keyword: *Fatigue, OCB, Oil and Gas, Workload*

INTRODUCTION

An organization or company to produce goods or services that have selling power is required to operate by using all resources and be able to empower and optimize their use for the continuity of the next company (Anggawira and Andhika, 2019). One measure of the success of an organization is when its members do not only do their main tasks, but also want to do other tasks beyond their main responsibilities, such as the willingness to cooperate, help each other among employees, provide input, play a proactive role, provide additional services, and want to use their working time effectively (Robbins and Judge, 2017).

Every organization or company has voluntary unofficial rules, namely Organizational Citizenship Behavior (OCB) which are expected to unite employees with their

work environment (Anggawira and Andhika, 2019). Organizational Citizenship Behavior (OCB) is behavior that is born of one's own volition and is related to the manifestation of an employee as a social being which is a form of voluntary activity from members of the organization that supports organizational functions (Jaya, 2017). Organizational Citizenship Behavior (OCB) behavior towards employees deserves special attention and appreciation so that employees continue to be motivated to do OCB such as helping co-workers, complying with workplace rules and procedures, volunteering for extra assignments (Novelia, Swasto and Ruhana, 2016).

There are five dimensions of OCB, namely (Organ, Podsakoff and MacKenzie, 2006): (i) Altruism, the behavior of helping colleagues who face difficulties that are closely



related to the operational tasks of the organization without any coercion. (ii) Conscientiousness, the behavior shown exceeds the minimum requirements desired by the company, such as arriving early, making the most of working time. (iii) Sportsmanship, positive behavior towards the organization, by providing tolerance or not complaining or demanding less than ideal conditions within the organization. (iv) Courtesy, the behavior of maintaining good relations with fellow co-workers, preventing conflicts in order to avoid interpersonal problems. (v) Civic Virtue, behavior that reflects responsibility and participation in the sustainability of the organization.

Stephen P. Robbins and Judge added that satisfied employees are more likely to speak positively about the organization, help each other, and maximize their performance (Robbins and Judge, 2017). Furthermore, Weiss and Merlo, emphasized that job satisfaction is the result of a positive or negative evaluation of one's job or work situation (Weiss and Merlo, 2015). One of the factors that influence Organizational Citizenship Behavior is transformational leadership (Wirawan, 2014).

All types of work, both formal and informal, cause work fatigue which will reduce work productivity and increase work errors (Hendrawan *et al.*, 2018). Basically productivity is influenced by three factors, namely workload, work capacity, and additional burdens due to the work environment. Workload is usually related to physical, mental and social loads that affect the employees (Muizzudin, 2013). The workload can be indicated by measuring employee heart rates.

Companies engaged in the energy sector including oil, gas and new and renewable energy carry out their business activities based on the principles of good corporate governance so that they can be highly competitive in the era of globalization (Emily, 2017). This research was conducted at an oil and gas company in East Java because it is in accordance with the work principle which requires employees to always be professional and motivated to want to progress so that the company can run as planned, it is necessary to research related to Organizational Citizenship Behavior (OCB) in the oil and gas industry.

The implementation of this study aims to determine the effect of Organizational Citizenship Behavior (OCB) on work fatigue

and physical workload of workers in the oil and gas company. In addition, to achieve the research objectives, exercise habits were also taken into account, and the amount of sitting time in one day which could also be affected by Organizational Citizenship Behavior (OCB).

RESEARCH METHODS

This study used a quantitative approach with a cross-sectional design. In this research, an analytical survey was carried out on the employees to see the relationship between the independent variables and the dependent variable. The independent and dependent variables are measured at the same time. This research was conducted in March-December 2022 at an oil and gas company in East Java Province, Indonesia.

The population in this study is all permanent workers in oil and gas companies. The sample is part of the research population which will later be studied or observed, involving inclusion and exclusion criteria as a condition for determining the sample. The inclusion criteria in this study were willing to become respondents by signing an informed consent. The exclusion criteria in this study were workers who did not come to work and did not fill out a questionnaire. Respondents/samples were taken by means of simple random sampling. The number of samples needed in this study was calculated using the two population proportion hypothesis test formula developed by Lameshow, *et al.* (1997) and obtained a sample of 84 respondents (Putra, 2018).

Variables in this study include: Organizational Citizenship Behavior (OCB), work fatigue, physical workload, exercise habits, staying up late, and the amount of time sitting in one day (hours). OCB measurement uses the Organizational Citizenship Behavior questionnaire which consists of five subscales with a total of 24 questions. Work fatigue was measured using the Industrial Fatigue Research Committee (IRFC) questionnaire. Measurement of exercise habits and staying up late was done by asking the respondents directly through a questionnaire. Meanwhile, physical workload was measured using a fingertip pulse oximeter.

Influence analysis in this study used SPSS with the Multiple Linear Regression method. Before carrying out the test, the researcher first tested the data normality with the Kolmogorov-Smirnov test, multicollinearity test, and heteroscedasticity test. This research has passed

the ethical test at the Health Research Ethics Commission, Faculty of Public Health, Airlangga University with the Ethical Certificate number 56/EA/KEPK/2022.

Data Normality Test Based on The Kolmogorov-Smirnov Test

Based on the results of the data normality test using the Kolmogoriv-Smirnov test analysis, it is known that the research variables to determine the effect of Organizational Citizenship Behavior (OCB) on work fatigue are normally distributed (Figure 1.) because the sig. > 0.05 (sig.= 0.178).

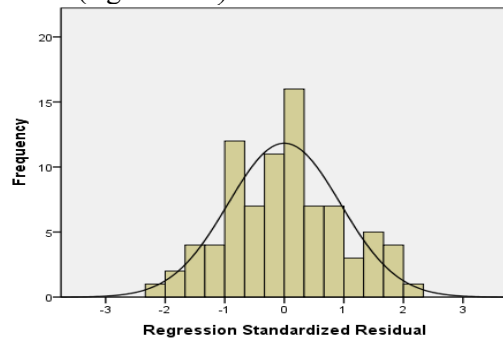


Figure 1. Normality Histogram with Work Fatigue Dependent Variable.

In addition, the results of the data normality test using the Kolmogoriv-Smirnov test analysis also note that the research variables to determine the effect of Organizational Citizenship Behavior (OCB) with normally distributed physical workload (Figure 2.) because the sig. > 0.05 (sig.= 0.840).

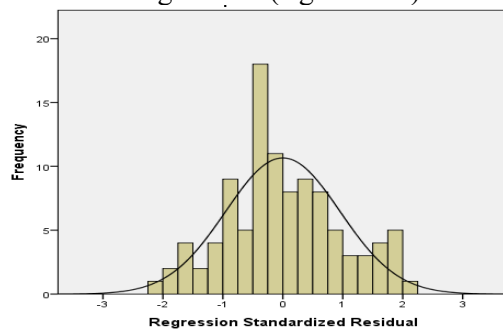


Figure 2. Histogram of Normality with Physical Workload Dependent Variables.

Multicollinearity Test

Based on the results of the multicollinearity test it is known that there is no multicollinearity in the research variables to determine the effect of Organizational Citizenship Behavior (OCB) on work fatigue and to determine the effect of Organizational Citizenship Behavior (OCB) on physical

workload because the tolerance value is > 0.1 and the VIF value < 10.

Heteroscedasticity Test

Based on the results of the heteroscedasticity test, it is known that there is no heteroscedasticity in the research variables to determine the effect of Organizational Citizenship Behavior (OCB) on work fatigue because the scatterplot spreads randomly (Figure 3.).

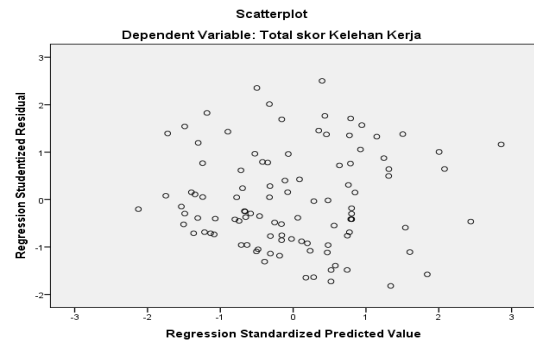


Figure 3. Homoscedasticity Plot with Work Fatigue Dependent Variable.

In addition, the results of the heteroscedasticity test show that there is no heteroscedasticity in the research variables to determine the effect of Organizational Citizenship Behavior (OCB) on physical workload because the scatterplot spreads randomly (Figure 4.).

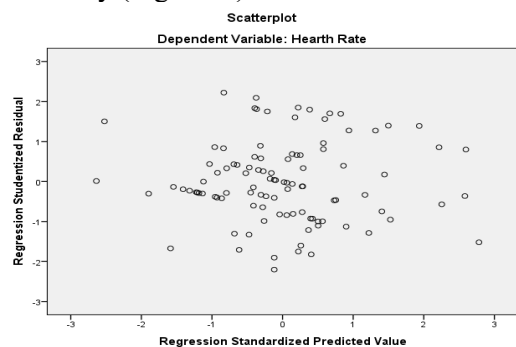


Figure 4. Homoscedasticity Plot with Physical Workload Dependent Variable..

RESULT AND DISCUSSION

Table 1 shows the measurement results of the research variables presented in terms of mean and standard deviation. Based on these results, it can be seen that the average job fatigue experienced by respondents is 41.25, which means experiencing low category job fatigue. The heart rate variable used as a parameter to determine physical workload on respondents averaged 85.21. Measurement of Organizational

Citizenship Behaviour (OCB) shows an average score of 15.00 for the alturism, courtesy, and conscientiousness subscales. Meanwhile, the civic virtue and sportsmanship subscales showed an average score of 12.00 and 14.00 respectively.

Table 1. Results of Measurement of Research Variables

Variable	Mean	Standard Deviation
Work Fatigue	41.25	9.66
Physical Workload (Heart Rate)	85.21	6.99
Civic Virtue Subscale of OCB	12.00	2.97
Sportsmanship Subscale of OCB	14.00	3.35
Alturism Subscale of OCB	15.00	2.66
Courtesy Subscale of OCB	15.00	3.68
Conscientiousness Scale of OCB	15.00	2.89

**data sources: primary data*

Table 2 shows the regression results with the ANOVA test. Based on these results, it can be seen that there is an influence of OCB with work fatigue (sig. <0.05) of 21.9%. While OCB with physical workload does not show any influence (sig. >0.05).

Table 2. Result of ANOVA Test

Model	R Square	Sig.
The Influence of Organizational Citizenship Behavior (OCB) on Work Fatigue	0.219	0.005
The Influence of Organizational Citizenship Behavior (OCB) on Physical Workload	0.148	0.082

**data sources: primary data*

The Influence of Organizational Citizenship Behavior (OCB) on Work Fatigue

Based on the results of multiple linear regression tests, there is jointly the influence of Organizational Citizenship Behavior (OCB)

variables on the civic virtue subscale, Organizational Citizenship Behavior (OCB) on the Sportsmanship subscale, Organizational Citizenship Behavior (OCB) on the alturism subscale, Organizational Citizenship Behavior (OCB) courtesy subscale, Organizational Citizenship Behavior (OCB) conscientiousness subscale, total sitting time in a day, exercise habits and staying up late to work fatigue with a sig. ANOVA test of 0.005 or less than 0.05 with an effect of 21.9% (R square 0.219).

Meanwhile, if we look at the effect of each independent variable on the dependent variable, the variable of staying up late and OCB alturism have an influence on work fatigue with a sig. <0.05. The influence of the habit of staying up late was 12.7% and alturism OCB was very small, namely <0.01%.

Based on research conducted by Hendrawan et al., in 2018 it is known that one of the possible factors for accidents is fatigue, this is reinforced by research results The global oil and gas industry association for environmental and social issues in one of the signs what causes accidents is fatigue, meaning that good Organizational Citizenship Behavior (OCB) traits will reduce burnout levels because the nature of helping, obeying rules, replacing the role of friends without any strings attached will result in a comfortable working atmosphere so that it will reduce fatigue levels (Hendrawan *et al.*, 2018) (*Managing fatigue in the workplace A guide for the oil and gas industry THE GLOBAL OIL AND GAS INDUSTRY ASSOCIATION FOR ENVIRONMENTAL AND SOCIAL ISSUES*, no date).

The research findings that employees who utilize Organizational Citizenship Behavior to make a good impression on their superiors will experience an increase in civic fatigue when they receive high task performance ratings (Qiu *et al.*, 2020). Employees who receive high task performance ratings also tend to get high performance ratings like outstanding employees (Whiting, Podsakoff and Pierce, 2008), they can invest more effort to regulate their behavior to avoid differences between their future image and the image they are performing. High (Qiu *et al.*, 2020).

The results of previous research showed the same results as this study, namely that there was a significant relationship between OCB dimensions and work fatigue (Hendrawan, et al., 2019). Organizational Citizenship Behavior (OCB) is an extra individual behavior, which is

not directly or explicitly identifiable in a formal work system, and is able to increase the effectiveness of organizational functions and minimize employee fatigue (Hendrawan *et al.*, 2018). OCB is also referred to as extra role behavior because the behavior given by employees exceeds their main duties (Soraya *et al.*, 2023). Based on this definition it is very possible that OCB can cause work fatigue due to the extra role behavior.

In improving Organizational Citizenship Behavior (OCB), it is necessary to pay attention to the fatigue of employees (Charli and Mahzum, 2023). Sources of fatigue can come from long working hours, lack of work and employee safety, inadequate number of staff, materials, equipment and others, politics and economic problems such as low prestige can cause a decrease in employee job satisfaction and consequently burnout (TUNCA, 2020).

Employees who feel tired often feel less needed in the organization, lose self-confidence, and lack enthusiasm at work (Charli, 2023). Of course, this will make employees feel anxious easily and will eventually lead to frustration. Employees who feel anxious will affect organizational citizenship behavior (OCB) at work (Malahayati, Asmaran and Komalasari, 2021). Organizational citizenship behavior (OCB) and emotional anxiety can also be influenced by servant leadership (Kartini, 2017) (Purborini and Basid, 2022).

The Influence of Organizational Citizenship Behavior (OCB) on Physical Workload

Based on the results of multiple linear regression tests simultaneously, there is no joint effect of the Organizational Citizenship Behavior (OCB) variables on the civic virtue subscale, Organizational Citizenship Behavior (OCB) on the Sportmanship subscale, Organizational Citizenship Behavior (OCB) on the altruism subscale, OCB on the courtesy subscale, Organizational Citizenship Behavior (OCB) conscientiousness subscale, total sitting time in a day, exercise habits and staying up late to physical workload with a sig value. of 0.082 or more than 0.05.

Meanwhile, if we look at the effect of each independent variable on the dependent variable, only the courtesy and civic virtue subscale OCB variables have an influence on physical workload with a sig value. <0.05. The magnitude of the effect is 0.1% for OCB courtesy and 7.9% for the independent variable OCB civic virtue.

Based on research conducted by Kimbal, Sendaw, and Adare in 2015 it is known that there is a simultaneous influence between Organizational Citizenship Behavior (OCB) and work involvement on workload. This is because workload is also influenced by the quantity and quality of work that is assigned and is the responsibility of workers (Kimbal, Sendow and Adare, 2015).

In addition, research conducted by Damayanti, Lubis and Effendy in 2020 states that there is a positive and significant relationship between Organizational Citizenship Behavior (OCB) and employee performance. In addition, it was also found that employee performance is positively and significantly related to workload, which means that the higher the employee's performance, the higher the workload they have (Damayanti, Lubis and Effendy, 2020). Therefore, the implementation of Organizational Citizenship Behavior (OCB) to improve employee performance can also influence the increase in employee workload.

Organizational Citizenship Behavior (OCB) is an important tool for organizational effectiveness and success (Ehrhart, 2004) (Podsakoff *et al.*, 2000). OCB is behavior carried out by an employee that exceeds formal work obligations, but has a good impact because it supports organizational effectiveness. Data shows that organizations that have employees with good OCB will have better performance than other organizations as long as they are within controlled limits (Robbins and Judge, 2013).

The existence of in-role behavior and extra-role behavior due to the influence of Organizational Citizenship Behavior (OCB) will increase the duties of employees, even though extra-role behavior is carried out with self-awareness and responsibility. Coupled with external activities such as the family environment, social environment and other external activities, it is possible that work overload will occur in these employees (Kissi *et al.*, 2019) (Putri and Utami, 2017) (Sari and Susilo, 2018) (*et al.*, 2018). In-role behavior is a job description in an organization while extra-role behavior is employee behavior that is carried out for informal organizations. The high extra-role behavior of an employee will shape the behavior of an employee's awareness to do something and contribute to the organization without the need to be assigned or be informal (Yuwanda and Pratiwi, 2020).

CONCLUSION AND SUGGESTION

Based on the results of the above research, it can be concluded that there is an influence of Organizational Citizenship Behavior (OCB) on work fatigue in workers in the gas and oil industries. In addition, it is also concluded that there is no influence between Organizational Citizenship Behavior (OCB) and physical workload in the gas and oil industries. Suggestions for this study are OCB Role Rotation management is expected to divide additional responsibilities fairly so as not to burden certain individuals. Management should also support work-life balance and monitor employee workload. Periodic evaluations to review the impact of OCB on productivity and well-being on a regular basis are also needed and build a positive work culture such as working with a collaborative system.

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