

ORIGINAL ARTICLE

THE STUDY ON RELATIONSHIP BETWEEN ORGANIZATIONAL CLIMATE DIMENSIONS AND ERGONOMICS CITIZENSHIP BEHAVIOUR

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ABSTRACT

Ergonomic Citizenship Behaviour (ECB) is an employee extra role behaviour towards ergonomics. ECB is a new construct which is generally adapted from well-established studies relating to Organizational Citizenship Behaviour (OCB) and more recently of Safety Citizenship Behaviour (SCB). The purpose of this study is to examine the relationship between specific Organizational Climate dimensions namely as Autonomy, Involvement, Supervisory Support and Welfare with ECB. Data were obtained from 448 employees who work in OSHMS certified manufacturing located in northern region of peninsular Malaysia using self-administered questionnaire. Data were analysed using Partial Least Square (Smart PLS) version 2.0. Based on the statistical analyses conducted, the findings revealed that the specific Organizational Climate Dimensions namely Autonomy, Involvement, Supervisory Support and Welfare has significant relationship with ECB. This relationship was explained from the perspective of Social Exchange Theory. This study offers empirical evidence of the new proposed construct of ECB, which very useful for prevention of employee un-ergonomics behaviour at the workplace.

Keywords: Ergonomic Citizenship Behaviour, Organizational Climate, Social Exchange Theory, Occupational Safety and Health

INTRODUCTION

Musculoskeletal disorder (MSD) is a disease which can cause pain, numbness, tingling, stiff joints, limited movement, muscle loss, and sometimes paralysis. These diseases can progress over time, from mild to severe. MSD had been listed as an Occupational Disease by EU communities in 1990 and by the International Labour Organization (ILO) in 2012 (Kim & Kang, 2013). According to the statistics from the Health and Safety Executives of United Kingdom, within 2014 and 2015 MSD has contributed 44% of total reported cases of Occupational Diseases in Great Britain, where 169,000 were reported as new MSD cases and 9.5 million lost days were estimated due to this disease. While the Bureau of Labor Statistic reported that there were 356,910 MSD cases recorded in the US which represented 31% of total occupational illness cases for the year 2015. In Malaysia, the Department of Occupational Safety and Health (DOSH) reported that MSD cases have shown a significant increase from 161 cases in 2009 to 675 cases in 2014.

According to HSE (2015) the occurrence of MSD at the workplace is caused by physical and psycho-social factors. The physical factors are related to the workplace conditions which does not fit with

workers' physical capability. This may lead to the exposure of employees to ergonomic risk factors such as awkward posture, repetitive move, static posture in long hours, sudden or quick motion, compression or contact stress, vibration and cold temperature (OSHA, 2000). Previous researches have confirmed the relationship between exposure to ergonomic risk factors and the development of MSD symptoms (Norasyikin et al, 2014; Ozturk & Esin, 2011). While workplace psycho-social factors such as safety climate, organizational culture and human factors may also create the conditions for the occurrences of MSD (HSE UK, 2015).

Although a lot of research works had been done to address this issue, the reported MSD cases in Malaysia are still escalating over the years. While most research works on ergonomics were focused on employee body posture while at work, we strongly believe that a study on employee proactive behaviour towards ergonomics or Ergonomic Citizenship Behaviour should also be explored as it could also be considered as an effectual alternative measures in the prevention of ergonomics risk factors at the workplace. Employee extra role behaviour towards ergonomics (or ECB) is a new construct which is generally adapted from well established studies relating to Organizational Citizenship Behaviour

(OCB) and more recently from positive outcome from a study of Safety Citizenship Behaviour (Xuesheng & Xintao, 2011). Furthermore, research work on extra role towards ergonomics or ECB have not yet been found in the scholarly literature especially in the context of Malaysian working culture.

As such, this study will be focused at establishing the organizational climate factors that could be used to promote ECB among employees, namely Autonomy, Participative Decision Making, Welfare, and Supervisory Support.

LITERATURE REVIEW

Ergonomic Citizenship Behaviour (ECB)

Ergonomics is one of the element in the area of Occupational Safety and Health (OSH). Previous researchers argued that ergonomics and OSH are closely related like mother-daughter relationship and should not be separated from each other (Herman & Peteghem, 2006). Later, Khandan, Maghsoudipour, Vosoughi, & Kavousi (2013) had adapted safety behaviour perspectives when defining ergonomics behaviour. As such in this research work, the definition and construct of ECB would be adapted from Safety Citizenship Behaviour (SCB). Although ergonomics and OSH are closely related, the development of new ECB construct is needed due to workplace ergonomics issues that are still not properly addressed in Malaysian OSH legislation as argued by Sirat et al. (2011). As such, prevention of MSD injury seems to be given less priority which explains the contrast performance between occupational accident rate and reported MSD cases in Malaysia. The statistic from Department of Occupational Safety and Health shows that workplace accident rate in Malaysia are decreasing while reported MSD cases show an escalation from year to year. Therefore the special focus on ECB within the Malaysian context would be very relevant and well justified.

The definition of ECB is adapted from SCB definition proposed by Xuesheng and Xintao (2011). ECB can be defined as employee extra role behaviour towards ergonomics such as reporting of un-ergonomics acts/conditions, initiating workplace changes for the purpose of ergonomics improvement, helping co-workers and keeping informed on matters pertaining to ergonomics. Xuesheng and Xintao (2011) discussed that SCB is a stem from Organizational Citizenship Behaviour (OCB). In the domain of

OCB, several set of dimensions were introduced by researchers for the purpose of measurement and characterization of behaviour. When discussing the construct of SCB, previous researcher has proposed six salient activities namely helping, stewardship, initiating change, voice, civic virtue and whistleblowing (Hofmann, Morgeson & Gerras, 2003). However their research moved to eventually conceptualized SCB as a unidimensional construct. The present study would also follow the similar approach in conceptualizing ECB and would also be measuring it as a unidimensional construct.

Organizational Climate

Generally Organizational Climate is perception of employee towards their organization which is based on actual behaviour in the organization. Shahin (2013) concluded that Organizational Climate represent life style of people in the organization such as cooperation, friendship, mutual trust and protecting each other. While Qureshi et al., (2014) mentioned that Organizational Climate is a driving force of behaviour in the organization which provides foundations to various physical and psychological phenomena to the employees. Despite of general organizational climate, previous researchers had also shown their interest towards specific area of climate such as safety climate, service climate and psychological climate which is being further explained by Patterson et al., (2005).

For the purpose of climate measurements, some set of dimensions were established by previous researchers (Patterson et al., 2005). The introduction of several set of dimensions gives more variations to the researchers in conducting their research work. Patterson et al. (2005) had categorized the Organizational Climate dimensions into four quadrants namely Human Relations (such as Involvement, Autonomy, Supervisory Support, Integration, Welfare, Training, and Effort), Internal Process (such as Formalization and Tradition), Open Systems (such as Reflexivity, Innovation & Flexibility, and Outward Focus) and Rational Goal (such as Clarity of Organizational Goals, Pressure to Produce, Quality, Performance Feedback and Efficiency). Consistent with the specific focus on employee behavioral aspect, this study would only consider Organizational Climate dimensions from the quadrants of Human Relations namely as Autonomy, Involvement Supervisory Support and Welfare. Previous studies have also shown these variables to have significant relationship with OCB adds further justifications for the selection

of these organizational climate variables (Randhawa & Kaur, 2015).

Autonomy and ECB

Autonomy was discussed as the extent to which employee has been authorized to choose their own way to complete the task (Volmer et al., 2012). While Patterson et al. (2005) has defined autonomy as jobs being designed in methods which give employees wide scope to enact work. In other words employees are permitted to make decision in completion of their task. Therefore employee with high autonomy would be more proactive in completing their work as they are not too relying on the supervisor's instructions. Furthermore autonomy would also enhance employee confident level. Previous researchers demonstrated that Autonomy is significantly associated with OCB (Randhawa & Kaur, 2015; Yadav & Ragnekar, 2014; Krishnan et al., 2013; Patterson et al., 2005). As mentioned earlier that the construct of ECB is also known as OCB towards ergonomics. Therefore it is assumed that workers with high autonomy would demonstrate high level of proactive behaviour towards ergonomic.

Involvement and ECB

Involvement is referred to the participation of employee in the process of decision making (Patterson et al., 2005). The OSHA94 promote involvement through establishment of OSH committee at the workplace. Furthermore in OSHMS guideline there is a specific term of "employee participation" which require employees to be involved in OSH management activities.

Employee would feel that their existence in the organization is appreciated by management if they are involved in the process of decision making. Previous researchers had demonstrate that there is a positive relationship between participation of employee in decision making and OCB (Yadav & Ragnekar, 2014; Randhawa & Kaur, 2015). Therefore it is expected that involvement would also be positively related to ECB as the construct of ECB is adapted from SCB which stem from OCB.

Supervisory Support and ECB

Supervisor or middle management is one of key position in the organization because they are responsible in execution of company's strategy, objectives and directions (Yadav & Ragnekar, 2014). Patterson et al. (2005) explained that the dimensions of supervisory support is an employee perception based on real experience with regards to supportive and understanding action of their supervisor. Supervisor has strong influence on employee behaviour including OCB. Previous researchers demonstrated that there is a positive relationship between supervisory support and OCB (Randhawa & Kaur, 2015; Yadav & Ragnekar, 2014). Employees would feel being appreciated when their supervisor show supportive action towards their initiatives to improve workplace conditions, and as an exchange the employee feel obligation to demonstrate OCB. As ECB is adapted from SCB and SCB adapted from OCB, therefore it is expected that there would also be positive relationship between supervisory support and ECB.

Welfare and ECB

The need of welfare in the organization is written in the Malaysian OSH legal requirements. The specific requirements were established in the Factory and Machinery Act (1967) and in Occupational Safety and Health Act (1994). In OSHMS certified organization, welfare practise is a related to the legal compliance which is mentioned in the clause 4.5.2 in OHSAS 18001 standard (Yazdani et al., 2015). In the domain of Organization Climate, welfare is one of the dimensions in the quadrant of Human Resource which means employee perception about welfare practise and values in the organization (Patterson et al., 2005). Employee would feel safe, secure and their organization cared about their welfare if their organization has adequate welfare management and practices. In return employees would reciprocate by exhibiting ECB. The significant relationship between adequate welfare management and employee OCB were also established by several studies (Lin et al., 2016; Randhawa and Kaur, 2015). Thus we could also expect similar outcome to occur with regard to its relationship with ECB.

Underpinning Theory

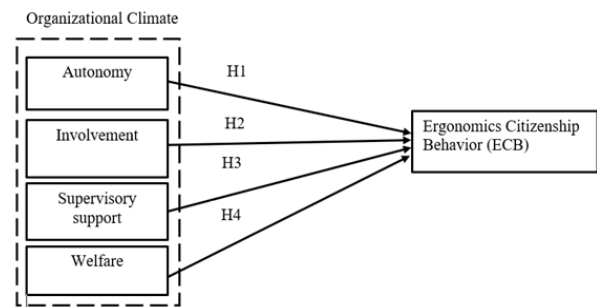
The Social Exchange Theory (Blau, 1964) is one of the well established theoretical position in the area of management, sociology and social psychology. The theory explained about exchange that occur between two parties for mutual benefits. The party who receive such benefit would reciprocate positively in return. According to Jain et al., (2013, p. 319), "The theory is also associated with close emotional attachment, as well as informal, personal and more transparent obligations". In fact based on the Social Exchange Theory an individual employee would be driven to perform OCB even without a formal reward from the another party (Yadav & Rangnekar, 2014). The theory being widely used by researchers in various research area. For instance, Yadav & Rangnekar (2014), Jain et al., (2013) and Konovsky and Pugh (1994) used this theory in their arguments of OCB's predicting variables. Huang et al., (2016) explained about Safety Climate influence which goes beyond safety outcome, while Li et al. (2016) discussed on privacy disclosure in social network system. Other research areas such as knowledge sharing in online health communities conducted by Yan et al., (2016), employee eco-initiatives (Raineri et al., 2016) and influence of social exchange towards safety management (Dejoy, 2010) were also discussed in the context of social exchange.

In this study, the dimensions of Organizational Climate are discussed as special treatments received by employees, where employees are being allowed to perform work without much interference from management. This is especially seen when some changes to the work process occurs due to ergonomics issues (Autonomy), or employee receive strong support from their supervisor especially when they raised up any workplace ergonomics issues and how to overcome it (Supervisory Support). Employees are also expected to be involved in developing any ergonomics related procedures or policies (Involvement) and observing proper employee welfare facility in their organization (Welfare). In return, employees may develop a feeling that the kindness showed by their organizational need to be compensated back with extra role behaviour towards ergonomics or ECB. Based on this argument, the positive relationship between Autonomy, Supervisory Support, Involvement, Welfare and ECB would be expected.

Conceptual Framework

A conceptual framework and hypotheses are as illustrated in Figure 1.

Figure 1 Conceptual Framework



H1: Autonomy is positively related with ECB

H2: Involvement is positively related with ECB

H3: Supervisory support is positively related with ECB

H4: Welfare is positively related with ECB.

METHODOLOGY

Sample and procedure

The present research work has employed quantitative methodology. Data were collected through stratified sampling among employees of OSHMS certified manufacturing organization located in northern states of peninsular Malaysia. The list of manufacturing organization were obtained from Federation of Malaysian Manufacturer. A package of 500 self-administered questionnaire were distributed to the respondents from January 2018 to March 2018 through company Safety and Health Managers in sealed envelope. Of those, 448 questionnaires were returned which resulted 81.6% response rate.

Measures

The dual language questionnaire in national and English language is divided into three sections consist of demographic information, Organizational Climate Dimensions, and Ergonomic Citizenship Behaviour (ECB).

Organizational Climate

The Organization Climate dimensions were measured by 20 items adapted from Patterson et al. (2005) such as Supervisory Support (5 items), Welfare (4 items), Involvement (6 items) and Autonomy (5 items). The items include "Supervisors here are really good at understanding peoples' problems" for Supervisory Support, "This company cares about its employees" for welfare, "Management involve people when decisions are made that affect them" for Involvement and "Management let people make their own decisions much of the time" for autonomy. These dimensions are grouped in the same quadrants of human relations which were found to have significant relationship with OCB in previous study (Randhawa & Kaur, 2015). All items were rated by five-point Likert scale ranging from strongly disagree to strongly agree at the scale of 1 and 5 respectively.

Ergonomic Citizenship Behaviour (ECB)

The ECB is modeled as the dependent variable and were measured with 9 items adapted from Safety Citizenship Behaviour (SCB) scale developed by Hofmann, Morgeson and Gerras (2003). The Ergonomic Citizenship Behaviour were measured as unidimensional construct similar to original SCB scale. The words of "safety" in the original scale were modified into "ergonomics" such as "*I express opinions on ergonomics matters even if others*". Of those 27 items in original SCB scale, only 9 items were used in the measurement of ECB. The selection of these items were based from factor analysis result of the original study, where these 9 items were found to be clearly factored together (Turner, Chmiel, & Walls, 2005). The Likert scale is used for measurement which ranging from 1 (strongly disagree) to 5 (strongly agree).

Data Analysis

The data were analyzed with structural equation modelling (SEM). SEM is a second generation of multivariate analysis which are often used in research. The Partial Least Square (Smart PLS version 2 software) was utilized to examine the construct reliability and validity.

FINDING

Demographic information of respondents can be presented in table 1.

Table 1 Profile of respondent

Demographic variable	All (N = 448)	
	Frequency	%
<i>Gender</i>		
Male	301	67.2
Female	147	32.8
<i>Age</i>		
20-30	167	37.3
31-40	138	30.8
41-50	112	25.0
51-60	31	6.9
Total	448	100
<i>Academic</i>		
Secondary level	212	47.3
Degree/Diploma	221	49.3
Master/Phd	15	3.3
Total	448	100
<i>Occupation</i>		
Management	52	11.6
Engineer/Executive/Supervisor	133	29.7
Non-Executive	263	58.7
Total	448	100

Validity test

There are two type of validity test that were conducted namely convergent validity and discriminant validity. The result presented in Table 2 shows that all measures have sufficient convergent validity due to all values are above cut off values > 0.7 for loading, > 0.7 for

composite reliability and > 0.5 for average variance extracted.

Table 2 Convergent validity results of measurement model

Construct	Item	Loading	AVE	CR
Autonomy	A1	0.76779	0.651604	0.903195
	A2	0.764702		
	A3	0.832404		
	A4	0.865905		
	A5	0.800663		
ECB	EC1	0.76755	0.674125	0.948953
	EC2	0.86582		
	EC3	0.814843		
	EC4	0.857216		
	EC5	0.815034		
	EC6	0.85313		
	EC7	0.807432		
	EC8	0.823792		
	EC9	0.779018		
Involvement	I1	0.866374	0.675269	0.892411
	I2	0.842035		
	I3	0.823992		
	I4	0.749991		
	S1	0.815167		
Sup Sport	S2	0.754156	0.685207	0.915658
	S3	0.835007		
	S4	0.856002		
	S5	0.873391		
Welfare	W1	0.840051	0.804382	0.942595
	W2	0.90879		
	W3	0.942517		
	W4	0.893087		

Note: CR, composite reliability; AVE, average variance extracted

Discriminant validity is the degree to which items differentiate among constructs or measure distinct concept. There are two methods for assessment of discriminant validity. First by examining potential overlapping construct between the measures using Fornell and Larcker (1981) criterion. Whereas the square root of AVE value is compared with the correlations among construct. The value of square root AVE shall be greater than the variance shared between the constructs and other constructs. Another method is through evaluation of cross loading table, whereby the assigned latent variable shall be higher than other latent variable. The result of this study shows that the criterion for discriminant validity are achieved which can be presented in table 3 and 4.

Table 3 Discriminant validity of measurement model

	Autonomy	ECB	Involvement	Sup Support	Welfare
Autonomy	0.80722				
ECB	0.466684	0.821051			
Involvement	0.496253	0.394134	0.82174753		
Sup Sport	0.223271	0.238607	0.574496	0.827772	
Welfare	0.190392	0.107062	0.622423	0.57927	0.896873

Note: Diagonals in bold represent the square root of AVE while the other entries represent the correlation coefficients

Table 4 Cross loading

Item	Autonomy	ECB	Involvement	Sup Support	Welfare
A1	0.76779	0.367553	0.517932	0.26497	0.271741
A2	0.764702	0.280765	0.477337	0.279637	0.265568
A3	0.832404	0.402191	0.35487	0.112373	0.08172
A4	0.865905	0.434439	0.388722	0.160574	0.120439
A5	0.800663	0.371708	0.298928	0.121798	0.072641
EC1	0.382748	0.76755	0.29562	0.218246	0.091616
EC2	0.481147	0.86582	0.345086	0.208045	0.024196
EC3	0.475138	0.814843	0.317281	0.17517	0.032282
EC4	0.340122	0.857216	0.311118	0.217472	0.065664
EC5	0.325744	0.815034	0.301294	0.182714	0.112033
EC6	0.376444	0.85313	0.345229	0.167536	0.093787
EC7	0.314266	0.807432	0.334622	0.180076	0.125017
EC8	0.385769	0.823792	0.3473	0.184694	0.131516
EC9	0.300809	0.779018	0.311264	0.238456	0.162183
I1	0.501208	0.397785	0.866374	0.455982	0.485277
I2	0.379214	0.297024	0.842035	0.496254	0.571286
I3	0.348095	0.316761	0.823992	0.472975	0.491864
I4	0.381434	0.258834	0.749991	0.481165	0.521325
S1	0.091119	0.102728	0.456292	0.815167	0.489433
S2	0.127428	0.097464	0.499007	0.754156	0.504035
S3	0.199885	0.206082	0.429183	0.835007	0.423557
S4	0.197931	0.235555	0.526005	0.856002	0.511866
S5	0.231691	0.243984	0.490178	0.873391	0.507201
W1	0.105322	0.027747	0.511532	0.533846	0.840051
W2	0.178823	0.089202	0.567367	0.518381	0.90879
W3	0.165492	0.117692	0.570255	0.519097	0.942517
W4	0.196361	0.100324	0.576715	0.542987	0.893087

Structural model assessment

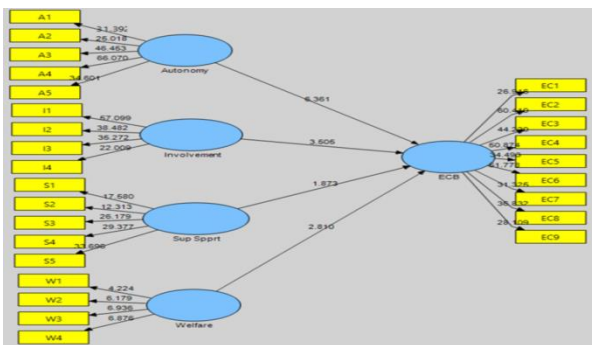
The hypothesized relationship was tested through evaluation of structural model. The t-values were determined by using bootstrapping procedure with 5000 resamples, whereas the relationship between variables are significant if t-value greater than 1.645 (p<0.05) or t-value greater than 2.33 (p<0.01). The result showed that all hypothesis are supported which can be presented in table 4 and figure 2.

Table 5 Path coefficient and hypothesis testing

Hypothesis	Relationship	Std Beta	Std Error	t value	Decision
H1	Autonomy -> ECB	0.337371	0.052342	6.445496**	Supported
H2	Involvement -> ECB	0.285944	0.079658	3.589631**	Supported
H3	Sup Spprt -> ECB	0.116335	0.060173	1.933355*	Supported
H4	Welfare -> ECB	-0.20254	0.0736	2.7519**	Supported

Note: t-value > 2.33 (**p < 0.01); t-value > 1.645 (* p < 0.05)

Figure 2 Measurement model



The prediction relevance (Q2) was also measured as an additional test for model fit by using Blindfolding procedure. The value of cross validated redundancy (cv-red) and cross validated communality (cv-comm) were calculated by the SmartPLS version 2.0 software. According to Formell and Cha (1994) the cv-red value >0 indicate that model is predictive relevance, while the model is lack predictive relevance if value <0. By using an omission distance of six with the sample size of 448, the result showed that the model has adequate predictive relevance as the Q2 values are above 0.

DISCUSSION

The result showed that the Organizational Climate Dimensions of Autonomy has the most significant relationship with ECB ($\beta=0.337$) among employees in OSHMS certified manufacturing organizations. This means that employees who has received freedom in completion of work is more likely to demonstrate higher ECB. The outcome of this study could provide justifications for the recommendations that managers should

strive to develop an organizational climate that allows employees to be in-charged of their own experience and action. A organizational climate where employees could demonstrate their enthusiasm or eagerness - and not just “doing what they are told”. Several practical approach for management to enhance autonomy support includes “adopting an individual’s perspective, implementing autonomous self-regulation, having scheduled work-related thought sharing sessions, and demonstrating patience and providing time for self-learning (Stone, 2018). According to Randhawa and Kaur (2015) autonomy has significant relationship with extra role behavior or OCB. Autonomy in doing work is also linked with motivation level, creativity, job satisfaction and eventually higher work performance (Johari, Tan, & Tjik Zulkarnain, 2018). Employees who received job autonomy also tend to do more extra role because they feel comfortable and confident to complete their task as they wish. Randhawa and Kaur (2015) argued that too much supervision from their immediate supervisor could develop negative perception among employees. Autonomy is also linked with employee engagement. Previous researchers demonstrated that employee shows high engagement especially when received empowerment to complete their work.

The Organizational Climate dimensions of Involvement is also found to be significantly related with ECB ($\beta=0.286$). This means that employees who are always being involved in decision making process tend to demonstrate high ECB. Previous study on extra role behavior showed that participation in decision making has significant relationship with OCB (Yadav & Rangnekar, 2015; Randhawa & Kaur, 2015). Employee feel appreciated when always being involved in decision making process as such they demonstrate extra role behavior towards ergonomics or ECB. Furthermore previous researchers has demonstrated that implementation of Participatory Ergonomics program has successfully could reduce ergonomics risk of the workers (Rasmussen et al., 2017; Lia Buarque, 2015).

The dimension of Supervisory Support is also positively related with ECB. Randhawa and Kaur (2015) demonstrated that Supervisory Support has significant relationship with OCB. Previous researchers demonstrated that the support of management are linked with OCB towards environment (Daily, Bishop & Govindarajulu, 2009). In addition to that, most of employees especially in Malaysia are too loyal to their supervisor and they refuse to challenge or agree any decision made by their supervisors (Maakip,

Keegel and Oakman, 2015). Despite of that, supervisors are always being observed as role model to the employees (Yadav & Rangnekar, 2015). Therefore with support from supervisor, employee feel oblige to repay the company by showing extra role behavior toward ergonomics or ECB.

Lastly, the Organizational Climate Dimensions of Welfare in this study has been found significantly associated with ECB. This shows that employees who perceived that their organization is adequately taken care of their welfare has demonstrated high ECB. Previous researchers had established the significant relationship between welfare management and practice in organization and employee OCB (Lin Chen & Chen, 2016). Employee in OSHMS certified organization has experienced with adequate welfare management in the organization. Therefore they developed a feeling that their welfare and well-being is really being taken care while at work and as return, employees are more incline to demonstrate high ECB.

CONCLUSION

The result of this study showed that all of four hypothesis were supported. The Social Exchange Theory were applied to explain these relationship. The result of this study indicated that a working environment which obtained elements of job autonomy, employee involvement, supervisory support and welfare need to be nurtured in getting employees to carry-out extra role behavior towards ergonomics or ECB. This research have provided essential contribution to the body of knowledge by the introduction of a new construct of Ergonomic Citizenship Behavior. This study has predicted employee extra role behaviour towards ergonomics from the perspective of social sciences. New options were explored in the efforts to prevent MSD injury in the organization. Through ECB, the ergonomics improvement at the workplace is expected to be effective because of employee enhanced understanding about workplace hazards. It is hoped that through this study Ergonomic Citizenship Behavior would be an organizationally accepted phenomenon that would encourage employees to immediately react if they observed any ergonomics hazard performed by their colleagues at the place of work.

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