

Quality of Work Life as a Determinant of Social Responsibility in the Public Sector: The Case of the Governmental Sector of the Northern Borders Region in Saudi Arabia

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ABSTRACT:

In this study, we investigated the effect of Quality of Work Life (QWL) on social responsibility (SR) in the Saudi public sector, taking the Northern Borders Region as a case study. We attempt to provide a framework for administrators to better understand employee behavior and assess the various dimensions of QWL and SR in governmental organizations. Questionnaires were administered among employees from the public sector, from which a research model was constructed to identify the dimensions of SR and determine the effect of QWL as its antecedent. The results indicate that QWL has a significant and positive effect on the two dimensions of SR—paternalistic and consultative—whereas survival has no significant relationship to consultative SR. Local QWL affects the SR of employees by signifying the moderating role of educational level and confirms that educational level impacts the perception of the importance of SR in improving QWL among employees. However, the findings show that gender has no moderating effects on employee perceptions of SR and QWL.

Keywords: Social Responsibility, Quality of Work Life, Public Sector, Saudi Arabia.

1. Introduction

Quality of Work Life (QWL) is a multidimensional concept that has a plethora of definitions related to the connections between work satisfaction and individual happiness, employee health, employee well-being, and employee responses to workplace conditions (Haas 1999). Although, generally, QWL definitions or classifications reflect the values, interests and objectives of the researcher(s), the research inevitably concerns the interrelated and complicated relationships and experiences of people interacting with the organizations in which they work, leading some studies to focus on the broader physiological, psychological, social and environmental dimensions of the QWL construct.

QWL overlaps with social responsibility (SR) (Bowen 1953), which is widely viewed as the economic, legal, ethical, and discretionary expectations of society from organizations (Vogel 2007). SR integrates the social, environmental, psychological, technical and economic dimensions of organizations by considering relationships between employees and organizations (Bowditch et al. 2007).

In this study, we examine the dimensions of QWL and SR in the public sector of the Northern Borders Region in Saudi Arabia and provide a model that can be used to assess

the studied constructs. Unfortunately, in Saudi Arabia, despite its significance, SR has not influenced organizational behavior, and managers in the public sector have yet to align the impacts of their decisions and activities with the expectations of society in regard to the health, safety and working conditions of employees. The main objective of this study is to examine QWL and SR in the public sector of the Northern Borders Region and highlight the application of the constructs, determine the reasons for the neglect of SR, and the consequences on QWL. In furtherance of our objective, we diagnose the antecedents of SR and show how to expand them, evaluate the role of QWL in the process of developing the SR concept, verify the developed model, and test the role of QWL in the increased sensitivity of employees to SR.

2. Literature Review

As indicated above, there is a large body of literature on the various aspects of QWL and SR that cover nearly every dimension of the constructs. In this study, we have narrowed the discussion down to the research most applicable to the samples of data we obtained, following the lead of Constantine Tongo (2015) in addressing overlapping and complex relationships between QWL and SR. In this section, we will first review the literature on QWL, then SR, and then highlight the relationship between them.

2.1. Quality of Work Life

In QWL studies, three major branches of research have evolved: (1) conceptual categorization of the features of QWL, (2) practice and measurements, and (3) need-hierarchy theory.

2.1.1. Features of QWL

The major research on the features of QWL concerns employee health and wellbeing, i.e., issues related to employee work and life satisfaction. A great body of research focuses on the human components of QWL that affect workers' emotional, physical, and spiritual needs and demands, based on the premise that work demands and requirements have great effects on the health and wellbeing of employees (Sirgy et al. 2008, Ajala 2013, Khodadadi 2014). Within this direction, QWL is mainly linked to employee wellbeing, happiness, satisfaction, and positive experiences with the workplace (Ajala 2013). QWL has also been linked to the psychological health of employees and the working conditions that promote enthusiasm and willingness of working individuals to utilize their potential for personal and organizational growth (Hart 1994, Rathi 2009, Monkevicius 2014, Ajala 2013). Psychological factors and morale are also considered essential determinants of employee QWL (Rathi 2009). Bolhari et al. (2011) stress that QWL depends on the demographic characteristics of employees. Another primary concern of the research on QWL encompasses the organizational arrangements and conditions essential to employee satisfaction and comfort, the interplay between job content and job context (Srivastava and Kanpur 2014, Carlson 1980, Almarshad 2015b). Daniel Skrovan (1983) links quality of work life to work and job conditions that enhance the organizational effectiveness. Pascale Carayon (1997) proposes a complex construct of systematic elements and job-related requirements that

incorporate several organizational interventions and structural components. These organizational components include work arrangements and policies, reward and compensation systems, and technological advancements (Rethinam and Ismail 2007). Islam and Siengthai (2009) conclude that QWL is demonstrated by encouragement and an enabling environment arising from management attitudes. QWL has also been linked to better job redesign, career development, flexible work programs, and job security (Reddy and Reddy 2013). Finally, in Taylor (1979), the basic extrinsic organizational job factors that are most influential on QWL are wages, hours, working conditions, individual power, employee participation, efficacy and practical skills.

Other studies on QWL have focused on the importance of the social, economic and welfare elements of the workplace. The social components represent societal indicators that mirror individual objective conditions under different systems of values and norms in a given cultural or geographic setting (Diener and Suh 1997). Cunningham and Eberle (1990) highlight the elements that are essential to employee QWL, such as physical work conditions, social circumstances within the organization, informal networks, and the relationships between life on and off the job. Requena (2003) views social capital as a key component of QWL at work that can serve as a reliable predictor for employee satisfaction in organizational settings. He also points to social factors affecting QWL, such as the level of education, social trust, social attachment of work life and the ability to socialize and affiliate with informal work networks and social teams and groups. Other social dimensions related to QWL include the availability of technical features and advanced facilities that enable employees to be more satisfied and more productive (Rethinam and Ismail 2007). Economic factors that affect QWL pertain to wages, salary, income, profit sharing, and earning (Mishra et al. 1997). Finally, the effects of the indicators of satisfaction and happiness in the workplace, such as practices of work-life balance, employee involvement in work tasks, consideration and recognition of employee personality and efforts, and interpersonal skills and interactions have also been studied and analyzed (Grawitch et al. 2006).

2.1.2. Practice and Measurement

At the level of practice and measurement, various studies have developed measurement scale models to operationalize the concepts and components of QWL (Walton 1975, Almarshad 2015a). However, the most frequently referenced indicators are provided in the pioneering work of Walton (1975). Walton's eight factors are seminal and provide the most comprehensive criteria for the measurement of QWL. Subsequent measurements have either been interpretations, summaries, extensions, or rearrangements thereof. Walton's indicators occur as eight major factors: (1) adequate and fair compensation, (2) safe and healthy working conditions, (3) development of human competencies, (4) growth and security, (5) social integration, (6) constitutionalism in the work organization, (7) total life space and social reliance, and (8) social relevance of work life (Walton 1975).

2.1.3. Need-hierarchy Theory

Following Maslow (1970), a need-hierarchy theory has also been incorporated with QWL that organizes QWL into two levels based on the needs of the employee:

lower-order level (LOL) and higher-order level (HOL) (e.g., Koonmee et al. 2010, Sirgy et al. 2001, Marta et al. 2013). LOL relates to human health, safety, economic and family needs while HOL covers social esteem, self-actualization, knowledge and aesthetic needs (Sirgy et al. 2001).

2.2. Social Responsibility

The concept of social responsibility (SR) was introduced by Bowen (1953) as a moral guide for organizations, requiring them to address the impacts of their activities on society and the health, safety and working conditions of employees. As with QWL, SR has also generated several definitions and applications, generally related to the impacts of organizational decisions and activities (Hartman and Stafford 1997, 1998, Carroll 1999, Belal and Cooper 2011, Lindgreen et al. 2009). Dusuki (2008) and suggest that SR is a process in progress, the evolution of which depends on the actors. Some studies, such as Hartman and Stafford (1997, 1998) and Carroll (1999), focus on the role of SR as the driving force for the development of competencies on the part of public actors. On the other hand, there are studies that link SR to the sustainable development of economic, social and environmental objectives, and consider sustainable development as a crucial goal for private and public organizations and one of their obligatory social commitments and responsibilities (Moon 2007). Carroll (1979) views SR as a multidimensional construct of economic, legal, ethical and discretionary expectations that society has of organizations. These social expectations can be considered, at the same time, as obligations or responsibilities of public and private organizations towards their beneficiaries as well as towards the entire society. According to Carroll (1991), these four responsibilities can be ranked in a pyramid order based on their importance, with economic responsibilities assumed as the most important, followed by legal, ethical and philanthropic responsibilities. Carroll's (1991) pyramid has been the most influential and commonly used framework integrating multiple levels of influence in most research on social responsibility in several managerial contexts and conceptualizations (Vogel 2007).

2.3. The relationship between quality of work life and social responsibility

A great body of research has highlighted the link between social responsibility and quality of work life, where social responsibility contributes to the well-being of individuals in the workplace and enhances employee commitment to the organization (Vlachos et al. 2013). Various studies have emphasized the importance of adopting a social responsibility approach as a crucial managerial strategy for improving quality of work life and the organizational environment for employees (e.g., Chitra and Mahalakshmi 2012, Chaarlas 2012, Nwagbara and Reid 2013). The level of QWL is commonly seen as an important indicator of the commitment of organizations to social responsibility and as a tool for achieving organizational and social goals and objectives (Lawrence and Weber 2014).

The inclusion of SR in QWL studies has resulted in new management conceptualizations (Evans and Davis 2011). Wood (1991) expresses the role of SR in developing QWL and improving the style of management in order to improve competitiveness in public, private and nonprofit organizations, and suggests that the significance of SR depends on the interaction of the three principles of legitimacy, public

accountability and managerial discretion, which derive from three levels of analysis: institutional, organizational and individual. Thalang et al. (2010) consider developing a good QWL as crucial for the survival of organizations and developing a more effective social responsibility strategy, particularly in terms of human resource development, job quality and skills, life-long learning, career development, health, safety, better management, and work-life balance. A balanced integration of good social responsibility and quality of work life can lead to a competitive working environment (Bauman and Skitka 2012, Bhattacharya and Korschun 2008), positive behaviors of employees (Aguinis 2011, Rahman and Post 2012, Morgeson et al. 2013), a healthy shared organizational environment and opportunities for self-improvement (Carroll 2000). Individual differences, such as social identity, can moderate the link between QWL and SR and lead to pertinent results, such as pro-social motivation (Grant 2007); justice (Aguilera et al. 2007, Rupp 2011), harmony and care (Graham et al. 2011).

2.4. The Roles of Measurements and Constructs

2.4.1. Exogenous Variables:

QWL can be realized on two levels (Koonmee et al. 2010, Marta et al. 2013). The first level, the lower-order (LOL-QWL), comprises health/safety needs, such as protection from illness and injury at work and enhancement of good health, and economic and family needs, such as pay and job security. The second level, higher-order (HOL-QWL), relates to social needs, e.g., collegiality at work and leisure time. HOL-QWL also incorporates esteem needs (recognition and appreciation), self-actualization needs (realization of one's potential and profession), knowledge needs (e.g., learning to enhance one's skills), and aesthetic needs (e.g., creativity at work). Nguyen (2017) has confirmed the reliability of this scale in Vietnam. Consequently, we have adopted the approach of Nguyen (2017) in this analysis to measure QWL in Saudi Arabia (see Table 1).

2.4.2. Endogenous Variables:

Carroll (1991) presented SR as a pyramid that integrates four dimensions of responsibility: economic, ethical, legal, and philanthropic. Cornelius et al (2008) adapted Carroll's pyramid and provided a scale that utilizes two dimensions: *paternalistic social responsibility* and *consultative social responsibility* consisting of eight items that were confirmed by Constantine Tongo (2015) based on research in Nigeria. We have also adopted Cornelius' scale as presented in Constantine Tongo (2015) for our research on the case of Saudi Arabia (Table 1).

Table 1: The original scales of the research constructs

Constructs		Items
The scale of QWL (Nguyen, 2017)	Survival need	My job provides good health benefits.
		I am satisfied with what I am getting paid for my work.
		My job does well for my family.
	Belonging need	I have good friends at work.
		I have enough time away from work to enjoy other things in life.
		I feel appreciated at work.
	Knowledge need	I feel that my job allows me to realize my full potential.
		My job allows me to sharpen my professional skills.
		My job helps me to develop my creativity.
The scale of SR (Constantine, 2015)	Paternalistic Social Responsibility	My organization has policies that do not allow discrimination in employment.
		My organization gives equal opportunities to all its employees.
	Responsibility	My organization has a policy on normal working hours.
		My organization has fair wage/salary structures.
		My organization implements its staff training programs.
	Consultative Social Responsibility	My organization protects human rights within its operations.
		My organization promotes the right to collective bargaining that involves labor-management negotiations.
		My organization has clear-cut procedures for the airing of employee grievances.

2.5. The conceptual model and the Hypotheses

The literature review and conceptual model enable us to propose the following hypotheses:

Hypothesis 1: Survival needs impact paternalistic social responsibility positively.

Hypothesis 2: Belonging needs impact paternalistic social responsibility positively.

Hypothesis 3: Knowledge needs impact paternalistic social responsibility positively.

Hypothesis 4: Survival needs impact consultative social responsibility positively.

Hypothesis 5: Belonging needs impact consultative social responsibility positively.

Hypothesis 6: Knowledge needs impact consultative social responsibility positively.

Hypothesis 7: Gender moderates the relationship QWL and SR positively.

Hypothesis 8: Educational level moderates the relationship between QWL and SR QWL positively.

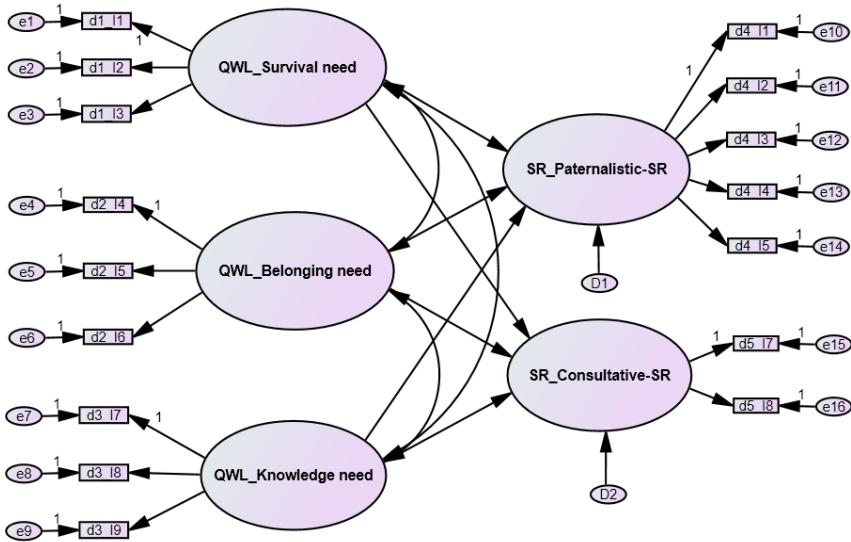


Figure 2: Structural model

3. Research Methodology

3.1. Data collection and sampling

The sources of collected data were 720 employees in the public sector of the Northern Borders Region of Saudi Arabia. To verify our hypotheses and confirm the research model, we used SPSS and AMOS software whereby exploratory and confirmatory analyses were conducted as recommended by Rourke and Hatche (2013). The research samples were collected in two phases. The first sample comprised 200 questionnaires in the exploratory phase. The second sample formed the source of the confirmatory analysis that we used to verify our hypotheses and confirm the measurements of the research model and verify the hypotheses (see Table 2). The profile of the second sample was derived by assessing respondents with a Likert scale of 7 points that ranged from *strongly disagree* to *strongly agree*. To ensure accuracy, comprehension, meaning and signification of responses, the original scales were translated from English to Arabic and distributed to 10 colleagues at the College of Business Administration. Next, the survey was randomly administered to employees in the public sector in the region through face-to-face sessions to determine their demographic characteristics in order to assist them with the questionnaire, to observe their reactions and responses and to guarantee the successful completion of the whole survey (Table 2).

Table 2: Sample profile

Demographic variables		Number (720 interviewees)	Percentage: (100%)
Gender	Male	386	53.61
	Female	334	46.39
Age	19 or under	23	3.19
	20–29	47	6.53
	30–39	228	31.67
	40–49	216	30.00
	50–59	178	24.72
	60 or over	28	3.89
Highest level of education	Secondary school	18	2.50
	Certificate or training Program	117	16.25
	Bachelors	387	53.75
	Masters	164	22.78
	Ph.D.	34	4.72
Type of public organization	Public Health	343	47.64
	Public Finance	206	28.60
	Public Education	112	15.55
	Other	59	8.19
Work experience	Less than 1 year	16	2.22
	1–3 years	162	22.50
	4–6 years	176	24.45
	7–10 years	186	25.83
	More than 10 years	180	25.00

The sample was distributed as follows: 343 employees were interviewed from the health sector, which represented the most important segment of the population. The finance sector ranked second, with 206 interviewees, followed by, third, the education sector with 112 interviewees. Finally, various other public sectors contributed 59 interviewees.

3.2. The Exploratory factor analysis (EFA)

The first step of our analysis was to characterize the dimensions of the constructs presented and delineate the scales suitable for our research. In an exploratory factor analysis (EFA) using SPSS 23.0 software, the purification process was accomplished as illustrated in Table 3.

Table 3: Purification and reliability of measurement

Constructs	Purification						Reliability			
	Items	Standard factors loading (λ)	Average variance extracted (AVE)	Eigen-value	Inertia	Sphericity Bartlett's test KMO (Kaiser - Mayer-Olkin)	Sig	Cronbach Alpha (α)	Jöreskog's rho (ρ)	
QWL	Survival need	d1_I1	0.783	0.81	2.43	77	0.802	0.032	0.812	0.863
		d1_I2	0.844							
		d1_I3	0.817							
	Belonging need	d2_I4	0.752	0.78	2.34	75	0.721	0.041	0.805	0.852
		d2_I5	0.712							
		d2_I6	0.786							
	Knowledge need	d3_I7	0.652	0.79	2.27	73	0.625	0.042	0.781	0.823
		d3_I8	0.734							
		d3_I9	0.719							
SR	Paternalistic social responsibility	d4_I11	0.456	0.71	3.12	78	0.915	0.022	0.854	0.891
		d4_I11	deleted							
		d4_I12	0.898							
		d4_I13	0.763							
		d4_I14	0.718							
		d4_I15	0.583							
	d4_I16	0.813								
	Consultative social responsibility	d5_I17	0.858	0.86	1.58	0.71	0.601	0.046	0.714	0.731
		d4_I18	0.894							

Table (2) shows that all items have a factor loading of more than 0.5 ($\lambda > 0.5$) except the item d4_I11. Thus, we reserved only five items to measure the dimension of paternalistic social responsibility. In both the Bartlett Test of Sphericity and the Kaiser-Mayer-Olkin (KMO) test, dimensions that range from 0.601 and 0.915 are acceptable (Hair et al. 2006, Pallant 2007, Abdul-Halim and Che-Ha 2009). Similarly, variances that range from 71% to 78% for all scales are tolerable to affirm good representation of the dimensions of the items (Abdul-Halim and Che-Ha 2009). Eigenvalues surpassing 1 (> 1) indicates that the factor analysis is suitable even though the sample size for this study is small (Hair *et al.*, 2006). We tested the reliability of the scales with Cronbach's alpha ($\alpha > 0.7$) as recommended by (Abdul-Halim and Che-Ha 2009). Moreover, as Odin and Valette-Florence (1996) propose, the Jöreskog's rho should be greater than 0.7 ($\rho > 0.7$), confirming the reliability of the measurements in our research model (Table 3). Hence, we affirm that the purified scales adopted in our research have good internal consistency when assessed with the Cronbach's alpha index and good reliability according to Jöreskog's rho test, i.e., our values fall below their thresholds (> 0.7) (Table 3).

3.3. Confirmatory Factor Analysis (CFA)

A confirmatory factor analysis (CFA) using Amos 23.0 software allowed us to test the construct validity as in Straub (1989). Campbell and Fiske (1959) recommend the convergent and discriminant validity test to judge the validity of constructs, where convergent validity reflects the item correlation with its specified theoretical construct. Our results show that the standardized factor loadings (λ) for reflective indicators range from 0.71 to 0.86. This confirms a good convergence of the items for the constructs as well as the phenomenon measured by their indicators (Barcelay et al. 1995, Hair et al. 2006). Since discriminant validity is the degree to which measurements of different traits are distinct, it is validated when the square root of AVE is greater than the squared correlations between constructs (Cooper and Zmud 1990). Tables 3 and 4 allow us to prove the discriminant validity for all constructs in our model.

Table 4: Analysis of convergent validity and discriminate validity

Constructs	Survival need	Belonging need	Knowledge need	Paternalistic SR	Consultative SR
Convergent validity (<i>qvc</i>)	0.88	0.82	0.68	0.92	0.65
Square root (<i>qvc</i>)	0.938	0.905	0.824	0.959	0.806
Survival need	1				
Belonging need	0.356	1			
Knowledge need	0.446	0.415	1		
Paternalistic responsibility	social 0.564	0.462	0.345	1	
Consultative responsibility	social 0.646	0.521	0.412	0.532	1

3.3.1. Structural model fit

According to Byrne (2010), structural equation modeling (SEM) is a series of statistical methods that integrate complex relationships between independent and dependent variables. SEM can also be quantified by the execution of multilevel regression/ANOVA on relevant factors. It assesses associations between latent variables and their respective items as well as the reliability of measurements. SEM verifies the validity of a model and tests the research hypotheses. In Table 4, the relative chi-square (CMIN/DF) equals 3.61, which is compatible with our research since it correlates with the 2 to 5 range recommended by (Schumacker and Lomax 2004, Paswan 2009). The root mean square of error approximation (Browne and Cudeck 1993) is approximately 0.45, which is also compatible with our research, as it falls below the recommended threshold of 0.6. The Goodness of Fit Index (GFI; Joreskog and Sorbom, 1984) exceeds 0.90, which we can affirm constitutes the good absolute fit of this index.

To test the incremental fit of the model, we compared the adjusted goodness of fit index (Tanaka and Huba 1985) to the Bentler Comparative Fit Index (CFI;1990), the Tucker-Lewis Index (TLI; Bentler and Bonett, 1980) and the Bollen Normed Fit Index (NFI; 1989), all of which have a threshold of 0.9. However, Schumacker and Lomax (2004) recommend that, for TLI, a good model fit exceeds 0.95. TLI values that are less than 0.90 indicate a need to readjust the model. As shown in our research, TLI, RFI and

NTLI are close to 1, which indicates a good fit. Moreover, the Parsimony-adjusted Normed-Fit Index (PNFI) in our research is approximately 0.72, which also indicates a good parsimonious fit with the developed model (see Figure 2).

3.3.2. Hypotheses testing

A hypothesis is accepted when Student's *t*-test exceeds 1.96 at the 5% level obtained (Hoyle, 1995). The critical ratio (CR) is calculated by the parameter estimate divided by its standard error (Byrne 2013).

Table 5: Checking direct effects

	Hypotheses	C.R.	P	Hypotheses test
Hypothesis 1:	Survival need impacts paternalistic social	7.871	0.02	Accepted
Hypothesis 2:	Belonging need impacts paternalistic social	4.45	0.03	Accepted
Hypothesis 3:	Knowledge need impacts paternalistic social	2.36	0.04	Accepted
Hypothesis 4:	Survival need impacts consultative social	1.08	0.06	Rejected
Hypothesis 5:	Belonging need impacts consultative social	7.660	0.02	Accepted
Hypothesis 6:	Knowledge need impacts consultative social	6.93	0.03	Accepted

The results indicate that the quality of work life has a significant and positive effect on the two dimensions of social responsibility in the Saudi public sector which might be attributable to the fact that the Saudi public sector, as a governmental sector, provides increased job security, and most employees believe that it makes their future more secure. The government supplies all employee needs, physiological and material. In general, Saudi employees have their basic services and needs fulfilled. The government provides numerous financial incentives, rewards, motivation, and material goods. These incentives include self-growth and improvement opportunities, such as training, promotion at work, and overtime wages. Employees also have an open opportunity to pursue continued education at all ages and at all levels (Diploma, Masters, etc.). On the other hand, the results also show that the dimension of Survival Needs does not significantly relate to Consultative Social Responsibility, due to the nature of the management and public administration in Saudi Arabia, which are based mostly on centralized and hierarchical systems with less opportunity for participation in decision-making process, and authority flows from top to bottom in a vertical order, which makes employees ambivalent about the organizational process and final decisions taken.

Table 6: The moderation effect of Gender

Moderator	Regressions	F	P	Hypotheses
Gender	Hypothesis 7: Gender moderates the relation between the Quality of Work Life and Social Responsibility.			H7. Rejected
	(QWL1*) (X) / (SR1**) (Y)	18.029	0.004	
	GEN*** (Z) / (SR1) (Y)	6.312	0.018	
	Moderator GEN***Z (QWL1)/ (SR1) (Y)	1.327	0.271	

* We have resumed the three dimensions of the Quality of Work Life in the (QWL1) factor.

** We have resumed the two dimensions of the Social Responsibility in the (SR1) factor.

*** We have resumed the two dimensions of the Gender in the (GEN) factor.

We resumed examining the constructs Quality of Work Life, Social Responsibility and Gender in their first axes (QWL1), (SR1) and (GEN), respectively, in the SPSS software.

Next, we tested the moderation of Gender between the variables of QWL and SR (Table 6).

As seen in the table, the first regression model showed a far more significant result than the third. Therefore, we affirm that Gender has no moderating effect between quality of work life and social responsibility. It comes as no surprise that gender does not have a moderating effect on the relationship between quality of work life and social responsibility. Due to the physical separation of genders in Saudi Arabia, women mostly work in their own distinct facilities, although they are provided the same conditions, are subject to the same rules and enjoy the same privileges and opportunities for developing their education and training. Subsequently, we repeated Student's *t*-test in the Amos software to determine whether there is an eventual significant relationship between the Quality of Work Life and Social Responsibility for each subgroup, male and female (Table 7).

Table 7: Test of the research hypotheses with male and female samples

Hypotheses	Gender	P	Hypotheses test
Hypothesis 1	M	0.031	Accepted
	F	0.028	Accepted
Hypothesis 2	M	0.038	Accepted
	F	0.078	<i>Rejected</i>
Hypothesis 3	M	0.043	Accepted
	F	0.008	Accepted
Hypothesis 4	M	0.002	<i>Accepted</i>
	F	0.089	Rejected
Hypothesis 5	M	0.026	Accepted
	F	0.217	<i>Rejected</i>
Hypothesis 6	M	0.032	Accepted
	F	0.0017	Accepted

M: sample of Male / F: sample of Female

Table 8 illustrates how the Survival need impacts consultative social responsibility positively for the whole integrated sample of males and females. The results also show that there is a difference between the two samples whereby the female sample exhibits no effect of the quality of the Survival need on consultative social responsibility, which can be explained by the fact that satisfaction of this need is, in general, the responsibility of males alone, whereas females are more susceptible to the Knowledge needs. As shown in the table, when education is a moderating factor, the relationship becomes significant because educated employees seek more roles in decision-making and in directing the policies of the organization towards achieving organizational goals and objectives. In other words, as they satisfy their basic needs, employees seek to actualize themselves and contribute more in policy and decision-making, which reflects the stage of the third dimension, consultative social responsibility. In total, education is a determinant factor in the relationship between quality of work life and social responsibility.

To test the moderating effect of educational level, we used regressions. The results indicate that educational level is a mediator that positively affects the relationship between Quality of Work Life and Social Responsibility (Table 8).

Table 8: The moderating effect of educational level

Moderator	Regressions	F	P	Hypotheses
Educational level	Hypothesis 8: The educational level moderates the relation between the QWL and SR			
	(QWL1)* (X) / (SR1) (Y)	19.167	0.805	H8. Accepted
	EL*** (Z) / (SR1)** (Y)	29.851	0.001	
	Moderator (QWL1)*Z (EL) /SR (Y)	17.872	0.007	

*** We have resumed the dimensions of the Educational Level in the EL factor.

Conclusion

In this study, we have examined the dimensions of QWL and SR in the public sector of the Northern Borders Province of Saudi Arabia and provided a model that can be used to align public decisions and activities with social responsibility to ensure the health, safety and working conditions of employees. We have established that local quality of work life determines local social responsibility. We have also confirmed that the Survival need is the first and most important factor that affects the satisfaction of employees in Saudi Arabia, since this construct positively impacts paternalistic social responsibility.

Sandhyanaair (2013) has suggested that there is a significant effect of gender between the dimensions of QWL on conscientiousness (job dedication) and altruism (helping coworkers), i.e., women are more conscientious (job dedication) than men. However, this moderating effect of gender on quality of work life and social responsibility is not confirmed by our study.

Jerome (Jerome 2013) affirmed that there is no significant effect of educational level on the overall quality of work life. Here, also, our results show that educational level constitutes a moderator between quality of work life and social responsibility. Thus, we surmise that Saudi organizations respect the level of education in their management because it boosts employee esteem and in the payment system.

The results also show that local quality of work life affects the social responsibility of employees, which signifies the moderating role of educational level. Amin (2013) suggested that career development and training are affected by the quality of work life and represents a significant determinant of employee behavior. In our study, employees are more likely to transfer their satisfaction with the quality of work life to their conscience and engagement with social responsibility.

This research enabled us to conclude that there is no significant difference between male and female public-sector employee perceptions of SR. However, the Survival and Belonging needs positively impacted social responsibility more significantly among male employees than female employees. In the same sense, there was no significant dissimilarity between male and female public-sector employee sensitivity towards QWL issues.

Finally, the moderating effect of educational level between Quality of Work Life and Social Responsibility was significant, which confirms that employee educational level significantly impacts the perception of the importance of Social Responsibility in improving Quality of Work Life.

Theoretically, this study represents a useful model for researchers and practitioners in the field, as it provides an academic assessment of the studied constructs, identifies the antecedents of SR, and confirms that a high QWL enhances the concept. In practical terms, the study provides administrators in Saudi Arabia, and in similar working environments, with a framework to better understand employee behavior and assess quality of work life and social responsibility. This study has broad implications for the entire Middle East and North Africa (MENA) region. Since Saudi Arabia is the hub of the region, it invariably sets socioeconomic standards for other countries; consequently, by studying the specificities of the organizational culture of the country, one has a glimpse of what to expect in the region.

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