

The Effect of Industrial Harmony Towards Employee Performance and Organizational Citizen Behaviour at Manufacturing Industry in Johor Bahru

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Abstract: Industrial harmony serves as an important element in helping to increase competitiveness, increase productivity and achieve good work results for an organizational. The escalation of the COVID-19 pandemic has caused several problems such as low performance of employees in carrying out tasks and poor organizational citizen behaviour exhibited by employees. Therefore, the objectives of this study were to measure the level of industrial harmony and examine the effect of industrial harmony on employee performance and organizational citizen behaviour among employees at manufacturing industry in Johor Bahru. Quantitative methods have used to collect data through an online questionnaire with collect 132 sample sizes from 200 employees of an electrical and electronics company that represents the manufacturing industry. The data were analyzed by descriptive analysis and inferential statistic. Overall, the finding of this study has showed that the industrial harmony was at a good level and there was positive relationship between the industrial harmony and employee performance ($r=0.477$) and organizational citizen behaviour ($r=0.289$). This study also has proved that industrial harmony has significant effect towards employee performance ($r^2=0.412$) and organizational citizen behaviour ($r^2=0.227$). Conclusion, it was gives clear directions to organization on the existing industrial harmony for improvement of the employee performance and organizational citizen behaviour at manufacturing industry in Johor Bahru.

Keywords: Industrial Harmony, Employee Performance, Organizational Citizen Behaviour

1. Introduction

Omar, Zawawi & Abu Samah (2017) has mentioned that industrial harmony serves as an important element in helping to increase competitiveness, increase productivity and achieve good work results. Table 1 shows the Industrial Harmony Index for four years, which were 2017, 2018, 2019 and 2020. The four years stated that the level of industrial harmony at a good level. This indicates that the industrial relations were in good condition and harmonious between employees and employers in the last four years. For example, if an industry has a problem in an operation, employees and employers can solve the problem smoothly and there are no disputes and no strikes occur. It was clear that industrial harmony is very important for an organization. In addition, Nwokocha (2015) said that industrial harmony indicates a healthy and cooperative working relationship between employers and employees.

Table 1: The industrial harmony index for 2017, 2018, 2019 and 2020 (Kementerian Sumber Manusia, n.d.)

Year	Industrial Harmony Index (%)	Level / Indicator
2017	75.9	Good
2018	75.6	Good
2019	77.3	Good
2020	78.0	Good

Industry harmony defines the conditions under which employees and manager work together to achieve the company's vision and mission and create high levels of employee satisfaction in the organization. Industrial harmony can enhance cooperation between employees and employers. According to Omar *et al.* (2017), industrial harmony is important in ensuring business operations run smoothly to achieve the goals of an organization through the relationship between employees and employers. Industrial harmony also serves as an important element in helping to increase competitiveness, increase productivity and achieve good work results. Industrial harmony is one of the most complicated and complex problems of modern industrial society that is directly associated with the industrial revolution (Onyeizugbe *et al.*, 2018).

Furthermore, employee performance refers to the effectiveness, quality and efficiency of a work product determined by how employees fulfil their job duties and perform the required tasks. Employee performance is determined by a person's ability to perform including opportunities and willingness to perform (Onyeizugbe *et al.*, 2018). Besides, performance also contributes to an assessment of how valuable employees are to the organization. Every employee is an important investment for a company, so the return given by each employee must be significant. According to Chow & Yau (2010), intragroup or intergroup harmony that is well-managed will improve mutual understanding, respect, support, and collaboration, resulting in improved overall performance. Harmony is an important interpersonal orientation that affects innovative performance through a psychological climate for communication security (Wang, Leung & Zhou, 2014).

Based on past study from Chin (2014), workplace or organizational harmony can be enhanced by changes in employee behaviour. Thus, the harmony of the workplace or organization can create a comfortable work atmosphere. This is important for creativity, collaboration, and staff retention. As mentioned by Nwokocha (2015), in order to create industrial harmony in a company or in an organizational, satisfaction, motivation, and behaviour must all be present. According to Chin (2015), employees' positive attitudes (job satisfaction) and organizational citizen behaviour are both influenced by the degree of harmony in the workplace. When employees feel more linked to their companies, the amount of harmony has a bigger impact on their compliance behaviour (Chin, 2014). According to past study from Vu, Tran & Nguyen (2020) had mentioned that in the interaction between ethical leadership and employee promotive and prohibitive voice behaviour, organizational harmony plays a moderating role.

Based on the fact that industrial harmony had effect employee performance and organizational citizen behaviour. In addition, the purposes of this study were to measure the level of industrial harmony and to examine the effect of industrial harmony on employee performance and organizational citizen behaviour among employees at manufacturing industry in Johor Bahru. This study examined the industrial harmony in order to know the relationship of employees and managers in good condition or otherwise. This was because COVID-19 cases in 2021 have been on the rise.

In the new global economy, the manufacturing sector has become a key issue to drive economic development in Malaysia. According to Finance Ministry Malaysia (2019), the manufacturing sector in 2020 is the second highest with gross domestic product (GDP) of RM 329,925 million and a change of 4.1% compared to the services sector which is the highest GDP with RM 869.984 million and a change of 6.2%. Therefore, apart from the services sector, the manufacturing sector also plays an important role in GDP to contribute to the Malaysian economy. Based on the economic report released by the Department of Statistics Malaysia (DOSM) in 2021, the Industrial Production Index (IPI) in January 2021 has increased by 1.2% over the same month of the previous year, while the IPI growth for the manufacturing index has increased by 3.5%. Growth in the manufacturing sector in January 2021 was contributed by several key sub-sectors, namely electrical and electronic products (7.9%), petroleum, chemicals, rubber and plastic products (4.5%) and wood products, furniture, paper products and printing (2.4%).

Based on past study from Akuh (2016), industrial harmony improves labour productivity, which is one of the most important ways to improve performance, achieve economic growth, and improve living standards and quality of life. It fosters a calm working atmosphere that encourages tolerance, communication, and other non-traditional approaches to settling labour or industrial problems. According to Fletcher (2015), the issue of labor and relations in industry must be addressed well to avoid any problems in order to preserve the harmony of industrial relations and ensure the economic stability of the country. The rapid economic development in Malaysia requires a lot of employment, with the number of employees in Malaysia increasing to 13.9 million people on May 1, 2015. Therefore, a conducive work environment requires strong cooperation and understanding between trade unions and employers covering employee welfare, management and company performance.

According to a previous study from Mohamad (2020), World Health Organization (WHO) had announcement in March 2020 that COVID-19 has become a pandemic issue that has directly affected the manufacturing industry including in Malaysia and to prevent the spread of COVID-19, the Malaysian Government has implemented the Movement Control Order (MCO) on 18 March 2020 until 28 April 2020, where all economic activities must be suspended except for essential sectors that are allowed to operate during the MCO period.

Before the issue of COVID-19 increased in Malaysia, strikes often occurred among employees due to wages or salaries given by employers not suitable with the criteria or based on work given by employees causing employees to want a salary increase from the employer. In addition, welfare issues ignored by employers also allow workers to go on strike, i.e., where employers do not focus on workers' welfare causing workers to complain to trade unions to defend their rights so that their welfare is held accountable by the employer. As mentioned by Yong & Morshidi (2017), there is no explicit statement in Malaysian statute addressing workers' right to strike. As a result of this remark, there are fewer strikes in Malaysia, and this topic is frequently brought up in situations of employees being fired for going on strike.

Table 2 shows the number of trade disputes cases have been reported in Johor from 2015 to July 2021. The highest cases that have been handled were 48 cases in 2020 under Section 18, while there were no case that have been handled in 2017 under Section 8. Bahagian Perancangan dan Penyelidikan Dasar (2013a) has mentioned that three sections involved in trade dispute cases. The Industrial Relations Act 1967 under Section 8 has clarified complaints about violations of the rights of employees,

employers and trade unions involving the right to unionize under Section 4, discrimination and restrictions against employees or union members under Section 5, and intimidation of employees or union members. under Section 7. In addition, if any party refuses to commence collective bargaining after accepting an invitation to hold a collective bargaining, the inviting party may lodge a complaint with the Director General of Industrial Relations Malaysia (KPPPM). The statement is a Collective Negotiation & Agreement Under Section 13. Furthermore, Industrial Disputes Under Section 18 has described an industrial dispute that has existed or is expected to occur can be reported to KPPPM by the employer involved in the dispute or the employers' trade union representing the employer in the dispute or the trade union of the employees involved in the dispute. There are several problems and various challenges in enhancing and maintaining industrial harmony faced by the manufacturing industry.

Table 2: Trade disputes in Johor (Jabatan Perhubungan Perusahaan Malaysia, n.d.)

Section 18	
Year	Cases Handled
2015	30
2016	22
2017	22
2018	23
2019	27
2020	48
2021 (July)	22
Section 13	
Year	Cases Handled
2015	18
2016	19
2017	11
2018	7
2019	11
2020	12
2021 (July)	8
Section 8	
Year	Cases Handled
2015	3
2016	6
2017	0
2018	1
2019	2
2020	4
2021 (July)	3

Jemadi & Hidayati (2012) have mentioned that employee dissatisfaction was a frequent reason of strike action in some organizations and disrupting manufacturing operations and obstructing the attainment of company objectives. Based on Mohd Makhbul, Abdullah & Hashim (2013), stress in the workplace was getting more frequent and has reached worrying levels, as seen by different events taking place throughout the world. According to Sham (2021), mental health issues in the workplace should not be taken lightly by any organization or employer. This was a normal issue but has a huge impact on organizational productivity. Bernama (2021b) have stated that the mechanical and electrical sectors were under pressure which may result in the business no longer being able to survive because of manufacturing, supply chain and maintenance segments are not allowed to operate. Ismail (2018) have said that the strike put pressure on workers, with some even threatening to take action if they did not obey the regulations, leading to some workers becoming despondent and quitting their positions in an

uncertain economic climate. Employees who suffer injuries at work as a result of fatigue and stress tend to perform poorly at work, which can have a negative impact on organizational productivity (Mohd Makhbul *et al.*, 2013). According to the AIA Vitality (2018), there were several issues such as stress, organizational culture, leadership and bullying that negatively impact the mental health and well-being of employees and can cause employee performance in an organization to be affected. In addition, Abdul Ghani (2019) has stated that work stress has been increasing which can affect the performance of the organization. According to Ganing, Hassan & Wan Hamzah (2020), stress was an important factor that can affect employee performance and jeopardize the harmony of an employee's quality of life.

As stated by Mohd Makhbul *et al.* (2013), employees are more likely to make errors and be negligent as a result of the stress, which may lead to accidents, poor product and service quality, a worsening work environment, and a negative impact on the organization's overall productivity and image. Based on Abdul Rahman (2020), the COVID-19 pandemic has led to the implementation of work from home affecting work-life balance, where a negative work environment will lead to various physical and mental illnesses, including behaviours that cause employees to be careless and like to skip work and the quality of work decreases. Thus, negligence in the execution of work and absence of employees are the organizational citizen behaviour that led to the occurrence of weak industrial relations. Bernama (2021a) have mentioned that there was an electrical and electronic components factory in Johor Bahru has been compounded for RM62,000, after it was found not to comply with standard operating procedures (SOP) Phase One Movement Control in the National Rehabilitation Plan. This has made it clear that management and employees do not care and are complacent with SOP compliance. According to Mohd. Shamsudin, Ibrahim & Subramaniam (2011), there are three forms of wrong behaviour have been identified in an organization, which are irresponsible behaviour, unproductive behaviour and loitering behaviour. According to past study from Sahar (2020), some aggressive behaviors both in oral and emotional forms such as signs of depression, loss of focus, fatigue, doubt and most seriously are suicide attempts become a mental health issue today.

Research Objectives of this study:

- i. To measure the level of industrial harmony among employees at manufacturing industry in Johor Bahru.
- ii. To examine the effect of industrial harmony on employee performance and organizational citizen behaviour among employees at manufacturing industry in Johor Bahru.

2. Literature Review

The literature review section described the theoretical and operational definitions of each variable such as industrial harmony, employee performance and organizational citizen behaviour. Next, the contents were followed by explaining the effects for each variable of the previous research results. Finally, the contents were continued with the conceptual framework and research hypotheses.

2.1 Industrial Harmony

Industrial harmony is a phenomenon to be measured and it is important to get a clear understanding of this phenomenon (Omar *et al.*, 2017). The industrial harmony can be referred as a friendly relationship as shown in the influence, cognition, and behaviour of group members, who in turn have diverse social and individual characteristics (Chen *et al.*, 2016). Based on past study by Onyeizugbe *et al.* (2018), industrial harmony known as industrial democracy, which involves joint participation in the decision-making process between the two main actors of labour relations. Besides, industrial harmony can define as a relationship that creates team spirit, relationship values, empathy and emotional attachment among employees within and between departments to achieve a common mission (Khan *et al.*, 2018).

There are some industrial harmony theories have been introduced from the past study by Omar *et al.* (2017). There were emphasized on the employer-employee relationship that works together towards meeting the needs of both parties, namely mutual trust, understanding, the existence of sincerity between employer-employee, there is open dialogue and exchange of ideas, good relations and mutual respect between employer-employee. According to Omar *et al.* (2017), there are two factors known as the industrial harmony dimension that have been ascertained and have been tested for their reliability. Among them, cooperation with five items, while being responsible with five items as well. Each item will be measured using five-point Likert scales ranging from strongly disagree to strongly agree.

2.2 Code of Conduct for Industrial Harmony 1975

Omar *et al.* (2017) have mentioned that the need to implement and enhance industrial harmony in industrial relations has been emphasized since 1975. A code of practice known as the Code of Industrial Harmony Practice was formed with the consent of employers' union and trade union representatives supported and witnessed by the Minister of Human Resources under the Ministry of Human Resources which at that time was known as the Ministry of Labor and Manpower. The code has emphasized the importance of maintaining human relations in industrial relations through a spirit of goodwill combined with continuous consultation and communication between employees and employers so that actions arising from enterprise conflicts can be controlled and a fairer and more efficient industrial relations system. The code has also outlined 50 industry relations practices under four general categories, which were responsibility, employment policy, collective bargaining and, communication and consultation as a guide to employers and employees to enhance industry harmony.

(a) *Nurturing Relationship*

A nurturing relationship refers to the efforts taken to establish a strong relationship between two parties. Based on previous study from Omar *et al.* (2017) have mentioned that in employment relations, good relations between employees and employers can be nurtured with both parties respecting the rights of the other party as enshrined in laws and regulations and strive to comply with those rights. Good relationships can also be nurtured when employers are concerned with the needs of employees and strive to provide clear and fair guidelines on what is expected of employees as it shows that the employer cares about the needs of employees (Omar *et al.*, 2017). Thus, in order to preserve industrial harmony, nurturing good relations between employees and employers is a very important element in industrial harmony.

(b) *Connectedness*

According to Omar *et al.* (2017), connectedness is a process of active involvement and concern for others and as a sign of response to the support and positive impact given by others. Management and employees or trade unions understand each other's rights and responsibilities and are willing to compromise in dealing with issues or problems related to workplace affairs (Omar *et al.*, 2017). So, connectedness was one of the important elements in ensuring and maintaining industry harmony.

(c) *Cooperation*

Cooperation can be defined as the willingness of members to help other members or parties achieve their main goals and it also refers to situations that involve all parties working together to obtain results that benefit group members (Omar *et al.*, 2017). The basic motive of cooperation between employees and employers is to strengthen the interests between employees and employers. In this study, the dimension of mutual cooperation has included elements of cooperation such as information sharing, negotiation, collaboration and joint efforts to achieve goals. So, strong cooperation between employees and employers can illustrate the existence of industrial harmony.

(d) Peace-making

According to previous studies Omar *et al.* (2017) has stated that mutual peace-making refers to the efforts of employees and employers to prevent the occurrence of interpersonal conflicts or disputes, where interpersonal conflict refers to the conflict between employees and employers. When there is industrial harmony, strike incidents can be avoided through the peaceful attitude that exists between workers and employers, where it is measured through the efforts of workers and employers in avoiding industrial action such as strikes and pickets, sabotaging, creating chaos or creating labour tensions. In resolving disputes (Omar *et al.*, 2017).

(e) Responsible

Being responsible is an important component of an employee-employer relationship and refers to a sense of obligation to keep promises made and act responsibly (Omar *et al.*, 2017). When employers and employees act responsibly, better employer-employee relationships will be forged and will enhance employee support for the organization. In this study, the dimension of responsibility encompasses adherence to promises made and has described responsible actions such as being willing to listen to and consider the views of employees or employers.

2.3 Employee Performance

According to Onyeizugbe *et al.* (2018), employee performance can be determined as a person's ability to perform, including opportunities and willingness to perform as well. If an organization has the willingness and openness of employees in doing their jobs to increase employee productivity and employee performance. Based on research from Chen *et al.* (2016), team innovative performance can be defined as the introduction and application of new ideas, processes or products to improve performance effectiveness, while individual innovative performance can be defined as intentional generation, promotion and realization of new ideas (Wang *et al.*, 2014). According to previous studies from Khan *et al.* (2018) has explained that employee performance is the result of employee behaviour in organizational settings, the interface between employee behaviour, roles and the organization itself. Based on previous studies from Alpay *et al.* (2008) has stated that increasing performance via institutionalization necessitates a focus on adaptive capabilities, which are described as the capacity to recognize and seize new possibilities. By influencing the task-related activities of knowledge-sharing and task conflict, group harmony boosts innovative performance (Chen *et al.*, 2016). Enhancing harmony has been shown to improve innovative performance by improving the psychological climate for communication safety (Wang *et al.*, 2014). Ruiz Jiménez *et al.* (2015) have mentioned that the level of harmony in relationships is important because of the potential threat posed to employee welfare, teamwork and, consequently, organizational performance. Referred from the study conducted by Onyeizugbe *et al.* (2018), a company that shows good performance because every opportunity given may put the best in the organization that results in employee loyalty is preserved in the organization. While based on previous studies from Alpay *et al.* (2008) has explained that if the company's performance is in good condition, sales growth, market share, product or service quality has increased and the development of new products as well as employee satisfaction also increased. Group harmony has influenced the performance of team tasks by motivating activities related to the main task, namely sharing, knowledge and task conflict (Chen *et al.*, 2016). According to Ruiz Jiménez *et al.* (2015), if the performance of an organization in good condition will result in good governance, productivity, profitability and good continuity. Bonds between employees are forged through mutual feelings, which direct the combined efforts of individuals in the organization towards achieving the same organizational goals are shown through performance improvement (Khan *et al.*, 2018).

There was a past study such as Ruiz Jiménez *et al.* (2015) that indicated the significant relationship between the industrial harmony and the employee performance in an organization. Past studies from Onyeizugbe *et al.* (2018) have stated that industrial harmony will increase employee productivity and

in turn improve performance in organizations, achieve economic growth, and improve living standards and quality of life. Therefore, in any economy, industrial harmony was required for economic growth, development, and advancement. Some suggest that industrial harmony will positively affect employee performance and industrial democracy will positively affect employee loyalty. Chen *et al.* (2016) stated that group harmony is positively related to innovative performance through reducing task conflict and increasing knowledge-sharing among team members. According to past study by Khan *et al.* (2018) have mentioned that organizational harmony mediates the positive relationship between intelligence generation and firm's overall organizational performance. According Chow & Yau (2010), there is a positive relationship between harmony and performance. That is, the higher the level of harmony, the higher the perceived performance of an IJV.

H1: Industrial harmony has a positive relationship towards employee performance.

2.4 Organizational Citizen Behaviour

Based on previous studies from Chin (2013) and Vu *et al.* (2020), voice behaviour is a type of behaviour that is intentional and voiced by working to convey opinions and ideas that can solve work-related problems that facilitate organizations to achieve better satisfaction and can avoid crises. In addition, employee voice can be defined as an employee's ability to access information about employees' rights in the workplace, employees' understanding of those rights and their ability to exercise those rights without fear of discrimination or retaliation. According to previous studies from Chin (2015) has explained that this study was investigated the relationships between harmony and organizational citizen behaviour within Chinese organizations employing an indigenous model that conceptualizes the abstract notion of Chinese harmony at workplace.

According to Vu *et al.* (2020), voice behaviour has become a hot topic that gets a lot of attention from scholars and practitioners, especially in the case of Asian firms and employee voice behaviour is a pro-social action that does not always happen naturally. Compliance behaviour is frequently explored in the literature on organizational citizenship behaviour under several titles, including obedience and following rules (Chin, 2014). Past studies from Chin (2015) have stated that there is no doubt that harmonious orientation represents the conspicuous Chinese cultural feature, operating as a major contextual aspect shaping employee OCB in China. Moreover, Chin (2014) have mentioned that employees with experience high degree of harmony within organizations may perform more compliance behaviour. According to a previous study from Vu *et al.* (2020) which mentioned that leaders affect employee ethical behaviour through modelling, where leaders will provide some guidance and deliver high moral standards without interruption to employees and lingering interactions. Thus, a long-term relationship of trust and reciprocity is forged that benefits the organization.

(a) *Industrial Harmony and Organizational Citizen Behaviour*

According to Chin (2013), ethical leadership has been positively and significantly associated with the level of harmony and employee voice behaviour and harmony has also had a mediating effect on the relationship between ethical leadership and employee voice behaviour. Based on previous studies from Chin (2015) has stated that the relationship between the level of harmony felt by employees in the organization and organizational citizen behaviour was positively. There was no doubt that harmonious orientation characterizes the salient Chinese cultural characteristic, acting as a critical contextual element determining employee OCB in China. Thus, it was reasonable to propose that the Chinese display of OCB was strongly related to the level of harmony at the workplace. Past studies from Vu *et al.* (2020) have also mentioned that organizational harmony is positively related to promotive voice behaviour and prohibitive voice behaviour. The level of harmony is positively related to individual compliance behaviour in a Chinese organization (Chin, 2014). Based on the previous article from Chin (2015), there was a hypothesis stated that the degree of harmony is positively related to an organizational citizen behaviour ($\beta = 1.136, p < 0.001$), which was significant and that hypothesis was

strongly supported. Therefore, industrial harmony was very important in an organization to control organizational citizen behavior from the occurrence of negligence and undiscipline.

H2: Industrial harmony has a positive relationship towards organizational citizen behaviour.

3. Research Methodology

This research methodology section described the methods that used to collect and obtain the data from respondents throughout the study. In this study, the quantitative approach was the main methodology that used. Furthermore, in this section also explained the reasons for research design, data collection and data analysis. The purpose of this section was to summarize the research methodology that using in this study to identify the impact of industrial harmony towards employee performance and organizational citizen behaviour at manufacturing industry in Johor Bahru. Research design was the structure of research methodologies and techniques chosen by the researcher. This design allows researcher to focus on testing approaches relevant to the topic and make experiments successful. According to Akhtar (2016), research design was defined as a research structure in which it serves as an adhesive to gather all the relevant elements to form the research. In this study a quantitative research design was used to test the hypotheses. Quantitative methods were also used to investigate the first and second objectives. The survey had conducted by distributing the survey online to the targeted respondents. A survey questionnaire to ask respondents to give their perceptions on the impact of industry harmony towards employee performance and organizational citizen behaviour. Data collection was describing with standard validated techniques as a method of collecting, calculating and analyzing reliable insights for learning. There was a set of data that was available in numerical or text format Haradhan (2017). Based on the data collected, a researcher can test their hypothesis. Data collection was the primary and most important step for research, regardless of the field of research, in most situations. According to Kabir (2016), the data collection method states that it was a process that described the method applied by the researcher to collect and measure information about the variables of this study. Based on the required details, different data collection methods for different research areas.

The sample size in a study can be determined by the sample size table by Krejcie & Morgan (1970) and it also can be determined by calculating the sample size that made by Krejcie and Morgan based on $p = 0.05$ where the probability of type I error was less than 5% or $p < 0.05$. In this study, the researcher has used table by Krejcie & Morgan (1970) with the minimum sample size for a population consisting of 200 is 132. So, the researcher was required to obtain a total of 132 respondents. In this study, data had collected through the online questionnaire from 132 employees of manufacturing industry in Johor Bahru. The questionnaire was taken from previous studies, namely Omar *et al.* (2017), Onyeizugbe *et al.* (2018) and Chin (2015). From the previous study, the researcher adapted the items into this study and will be sent to the respondents via WhatsApp. The questionnaire had four sections and had measured using a 5 -point Likert scale (1 = strongly disagree to 5 = strongly agree).

Data analysis was a method of collecting and organizing data to draw useful conclusions from it. Data processing methods used empirical and logical reasoning to derive data from such information. In this study, researcher had used the Statistical Package for Social Software (SPSS). Correlation Analysis was used to determine whether there was a positive or negative between variables (Schober, Schwarte & Boer, 2018), while Linear Regression Analysis was used to infer the causal relationship between the independent variable and the dependent variable (Mohamad, 2016). For the first objective, which was to measure the level of industrial harmony among employees at manufacturing industry in Johor Bahru, the study has analyzed data using descriptive analysis, while for the second objective, which was to examine the effect of industrial harmony on employee performance and organizational citizen behaviour among employees at manufacturing industry in Johor Bahru has used Linear Regression Analysis to analyze it. Last but not least, Correlation Analysis has used to measure the hypotheses.

The research methodology section describes all the necessary information that is required to obtain the results of the study. The research methodology consists of detailed information regarding workflow, strategy, and approach. The methodology adopted in carrying out the study should be well explained.

4. Results and Discussion

This section has described the overview of the data obtained from the respondents and analyzed through descriptive analysis which was mean used in calculation to measure the level of industrial harmony, the effect of industrial harmony towards employee performance and organizational behaviour have used the spearman rho's correlation and regression analysis to test the hypothesis of this research.

4.1 Demographic Analysis of Respondents

From this study has explains the characteristics of respondents based on demographic information including gender, race, highest education level, years of service with current company, knowledge of the existence and adoption of the Code of Conduct for Industrial Harmony 1975, and does company refer to the Code of Conduct for Industrial Harmony 1975 to handle any issues related to industrial relations? From 115 valid respondents, there were 58 male respondents, (50.4%) and 57 female respondents, (49.6%). There were majority of respondents were Malay with 66 respondents (57.4%) and respondents from Chinese were 28 respondents (24.3%). Meanwhile, there were 21 respondents (18.3%) from Indian.

In term of highest education level, there were only two respondents (1.7%) have master, 24 respondents (20.9%) have bachelor degree, 16 respondents (13.9%) have diploma, 17 respondents (14.8%) have certificate, 26 respondents (22.6%) have STPM, 29 respondents (25.2%) have SPM or SPMV and only one respondent (0.9%) have SRP or PMR. Moreover, there were 25 respondents (21.7%) that have worked less than one year with current company. Majority of respondent have worked two to three years with 43 respondents (37.4%), 26 respondents (22.6%) have worked four to five years with current company. Meanwhile, 14 respondents (12.2%) and seven respondents (6.1%) have worked six to seven years and, 8 years and above with current company respectively.

Furthermore, majority of respondents know about the existence of the Code of Conduct for Industrial Harmony 1975 with 105 respondents (91.3%) and only 10 respondents (8.7%) don't know about the existence of the Code of Conduct for Industrial Harmony 1975. There were 108 respondent (93.9%) who knew and seven respondents (6.1%) don't know that the company adopt the Code of Conduct for Industrial Harmony 1975. On top of that, there were 109 respondents (94.8%) who knew that the company have refer to the Code of Conduct for Industrial Harmony 1975 to handle any issues related to industrial relations, while only six respondents (5.2%) who don't knew that the company have refer to the Code of Conduct for Industrial Harmony 1975 to handle any issues related to industrial relations.

4.2 The Level of Industrial Harmony

Objective 1: To measure the level of industrial harmony among employees at manufacturing industry in Johor Bahru

The results and discussion section presents data and analysis of the study. This section can be organized based on the stated objectives, the chronological timeline, different case groupings, different experimental configurations, or any logical order as deemed appropriate.

Table 3 represent the results to identify the level of industrial harmony. According to the table and the figure, it was found that the overall Industrial Harmony Index score achieved at manufacturing industry in Johor Bahru was 78%, which was at a good level (Omar *et al.*, 2017). Based on Kementerian

Sumber Manusia (n.d.), the Industrial Harmony Index in 2020 is the same as the current year, which was 78% and better than 2017, 2018 and 2019. Industrial harmony has been consisting of five dimensions, which were nurturing relationship (80%), connectedness (77.5%), cooperation (77.5%), peace-making (77.5%) and responsible (77.5%). Despite the fact that the Industrial Harmony Index was at a good level, the index score achieved was at a low good level, which was closed to the starting value in the good score range of 70.0% to 89.9%. To establish a more harmonic and conducive work environment, the degree of industrial harmony relationship must be improved to a higher level by reaching an IHI score of 85% or above.

Table 3: IHI Scores by Dimensions

Dimension	Mean	Standard Deviation	IHI Score	IHI Level
Nurturing Relationship	4.2	0.43	80.0	Good
Connectedness	4.1	0.41	77.5	Good
Cooperation	4.1	0.43	77.5	Good
Peace-making	4.1	0.43	77.5	Good
Responsible	4.1	0.43	77.5	Good

Employers must be more proactive in resolving employee complaints and difficulties in order to further improve the nurturing relationship between employees and their employers. Employers and employees must both engage and collaborate in the completion of a task. While to improve the connectiveness between employees and employers, employers need to increase efforts to instill a sense of belonging to the company or organization by providing clear direction to employees, rewarding commensurate with employee achievements and implement activities that can increase the spirit of camaraderie between employees and employers. There are steps that may be taken to foster employee and employer cooperation, which requires both sides to share information. As stated by Omar *et al.* (2017), employees and employee unions must be interested about the business's or organization's success and direction, as well as assist and support the firm or organization in meeting its objectives.

Both parties must be prepared to tolerate in addressing disagreements or disputes between employees and employers in a productive manner and strive toward resolving or reaching an amicable solution in order to create an atmosphere of peace in a company or organization. Employees and employers both need to be more accountable in their work. Omar *et al.* (2017) have said that employers must take the employee complaints or grievances seriously and work to settle them amicably, and also must take employee feedback into consideration when making any changes concerning them. Both sides should be willing to listen to the other's point of view. These results were also supported by through open-ended questions that were answered by the respondents. The majority of respondents have agreed that industrial harmony was very important to a company or organization. This situation also indicates that industries that have good relations and harmony will influence the views by other industries.

4.3 Relationship between Industrial Harmony and Employee Performance

H1: Industrial harmony has a positive relationship towards employee performance.

Based on the data collected and analyzed, the relationship between industrial harmony with employee performance was found to be significant, with a Spearman's correlation coefficient of 0.477. The correlation coefficient of Employee performance was 0.892 and clearly show that the Sig. was less than 0.01. Thus, it was confirmed a positive and moderate relationship between industrial harmony and employee performance. The results indicated that the hypothesis for this study was accepted. The findings were similar to several previous studies, such as Onyeizugbe *et al.* (2018), Chen *et al.* (2016), Khan *et al.* (2018) and Chow & Yau (2010) who expressed their opinion on where the assessment of industrial harmony will positively affect employee performance in an organization. Furthermore, these findings were also supported by answers from open-ended questions by employees at manufacturing

industry in Johor Bahru. Employees in this industry state that it was important for industry harmony to them to maintain the quality and performance of a company or organization. This study has shown that industrial harmony was directly influenced by the employee performance.

Table 4: Correlation coefficient of industrial harmony towards employee performance

			Industrial Harmony	Employee Performance
Spearman's rho	Industrial harmony	Correlation Coefficient	1.000	0.477**
		Sig. (2-tailed)		0.000
		N	115	115
	Employee performance	Correlation Coefficient	0.477**	1.000
		Sig. (2-tailed)	0.000	
		N	115	115

** . Correlation is significant at the 0.01 level (2-tailed)

4.4 Relationship between Industrial Harmony and Organizational Citizen Behaviour

H2: Industrial harmony has a positive relationship towards organizational citizen behaviour.

Based on the data collected and analyzed, the relationship between industrial harmony with organizational citizen behaviour was found to be significant, with a Spearman's correlation coefficient of 0.289. According to Chin (2015), the correlation coefficient of organizational citizen behaviour items was 0.923. Both items clearly show that the Sig. was less than 0.01. Thus, it was confirmed a positive and weak relationship between industrial harmony and organizational citizen behaviour.

Table 5: Correlation coefficient of industrial harmony towards organizational citizen behaviour

			Industrial Harmony	Organizational Citizen Behaviour
Spearman's rho	Industrial Harmony	Correlation Coefficient	1.000	0.289**
		Sig. (2-tailed)		0.002
		N	115	115
	Organizational Citizen Behaviour	Correlation Coefficient	0.289**	1.00
		Sig. (2-tailed)	0.002	
		N	115	115

** . Correlation is significant at the 0.01 level (2-tailed)

The results indicated that the hypothesis for this study was accepted. The findings were similar to several previous studies by Chin (2013), Chin (2015), Vu *et al.* (2020) and Chin (2014), which indicated that industrial harmony was associated with the organizational citizen behaviour. In addition, the findings were also supported by answers from open-ended questions by employees at manufacturing industry in Johor Bahru. According to respondents, with the implementation of industrial harmony, it can help them achieve many organizational goals. In addition, employees also stated that it was important for them to maintain industrial harmony because both parties, which were employers and employees need to play a role in maintaining organizational citizen behaviour so that the achievements and goals of an organization can be improved. In conclusion, organizational citizen behaviour was directly influenced by industrial harmony among employees at manufacturing industry in Johor Bahru.

4.5 Effect of Industrial Harmony towards Employee Performance and Organizational Citizen Behaviour

Objective 2: To examine the effect of industrial harmony on employee performance and organizational citizen behaviour among employees at manufacturing industry in Johor Bahru

The result of regression analysis in between industrial harmony and employee performance show that the p-value was 0.000 which was less than 0.05. So, employee performance significantly effects on the industrial harmony. In good condition, an organization's performance will result in good governance, productivity, profitability, and continuity (Ruiz Jiménez *et al.*, 2015). By driving behaviours connected to the main work, such as sharing, knowledge, and task conflict, group harmony has affected team task performance (Chen *et al.*, 2016). This outcome can be supported with past studies by Onyeizugbe *et al.* (2018), Chen *et al.* (2016), Khan *et al.* (2018) and Chow & Yau (2010).

Table 6: Regression coefficients of employee performance

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	CollinearityStatistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	1.368	0.312		4.390	0.000		
1 Industrial Harmony	0.671	0.075	0.642	8.901	0.000	1.000	1.000

a. Dependent Variable: Employee Performance

The result of regression analysis in between industrial harmony and organizational citizen behaviour show that the p-value was 0.000 which was less than 0.05. So, organizational citizen behaviour significantly effects on the industrial harmony. According to (Chin, 2014)), the degree of harmony is a positive predictor of both employees' affective commitment and compliance behaviour. There is no doubt that harmonious orientation characterizes the salient Chinese cultural characteristic, serving as a significant contextual aspect in influencing employee organizational citizen behaviour in China (Chin, 2015). As a result, it is plausible to assume that the level of workplace harmony is significantly connected to the Chinese manifestation of organizational citizen behaviour. This outcome can be supported with past studies by Chin (2013), Chin (2015), Vu *et al.* (2020) and Chin (2014).

Table 7: Regression coefficients of organizational citizen behaviour

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	CollinearityStatistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	2.068	0.369		5.606	0.000		
1 Industrial Harmony	0.514	0.089	0.476	5.756	0.000	1.000	1.000

a. Dependent Variable: Organizational Citizen Behaviour

Based on the analysis outcome from Spearman's correlation coefficient and linear regression, it can be concluded that the industrial harmony has a positive relationship and significant effect towards the employee performance and organizational citizen behaviour. The result can be supported by the past study by Omar *et al.* (2017), a positive employer-employee relationship may develop mutual understanding and a willingness to collaborate between employees and employers, hence preserving industrial harmony in the workplace, while poor or strained relations between employees and employers in an organization, on the other hand, will result in disagreements, animosity and the employment of disharmonious methods in establishing claims or resolving problems between employees and employers. As mentioned by Onyeizugbe *et al.* (2018), industrial harmony improves labour productivity, which in turn improves organizational performance, resulting in economic growth and improved living standards and quality of life. It fosters a calm working atmosphere that encourages

tolerance, conversation, and other methods of settling labour or industrial conflicts (such as negotiation, mediation, arbitration, conciliation and litigation or court adjudication).

5. Conclusion

In conclusion, the overall findings and results were supported the hypotheses and objectives of this study. The aims of this study were to measure the level of industrial harmony and to examine the effect of industrial harmony on employee performance and organizational citizen behaviour among employees at manufacturing industry in Johor Bahru. Based on Spearman's correlation coefficient, it was indicated that there was significant relationship between the industrial harmony, employee performance and organizational citizen behaviour among employees at manufacturing industry in Johor Bahru. Meanwhile, according to the regression analysis, it was showed that the employee performance and organizational citizen behaviour will be affected significantly by the implementation of industrial harmony. In addition, the findings on IHI obtained can be used as a reference to the Ministry of Human Resources in formulating an action plan to improve industrial harmony in the country. Several limitations were encountered by the researcher during the period of completing this study, which were the data collected was not enough as planned, the accuracy of the data that has been collected from the respondents and time constraints. So, future researchers were advised to increase the sample size with expanding the scope of the study by conducting studies in several companies at manufacturing industry located in Johor Bahru and should establish a strong strategy before, during, and after data collection. Conclusion, this study gives clear directions to organization on the existing industrial harmony for improvement of the employee performance and organizational citizen behaviour at manufacturing industry in Johor Bahru. In these results confirm that the industrial harmony was an important predictor of employee performance and organizational citizen behaviour.

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