

INTERNATIONAL JOURNAL OF MULTIDISCIPLINARY: APPLIED BUSINESS AND EDUCATION RESEARCH

2025, Vol. 6, No. 8, 3758 – 3771

<http://dx.doi.org/10.11594/ijmaber.06.08.02>

Research Article

Quality of Work Life and Commitment in Oil and Gas Industry: A Post-Transition Aftermath

Windar Ristyan¹, Sri Indarti¹, Machasin¹, Edyanus Herman Halim¹, Afred Suci^{2*}

¹Department of Management, University of Riau, Jalan HR. Soebrantas KM 12,5, Simpang Baru, Kec. Tampan, Kota Pekanbaru, Riau-28293, Indonesia

²Department of Management, Universitas Lancang Kuning, Jalan Yos Sudarso KM. 8, Pekanbaru, Riau - Indonesia

Article history:

Submission 01 May 2025

Revised 05 August 2025

Accepted 23 August 2025

*Corresponding author:

E-mail:

afredsuci@unilak.ac.id

ABSTRACT

The present research aims to investigate the explanatory effects of demographic factors, such as gender, generation types, and tenure, on employees' post-transition QWL and commitment in the oil and gas sectors. This research used two oil and gas companies in Indonesia, one state-owned and one private company, that have just transitioned from foreign to national management. A survey of 159 employees was conducted to collect primary data. The analysis employed descriptive statistics, independent t-test, ANOVA, and regression analysis. While gender did not elicit significant differences, generation types and tenure, on the other hand, generated substantial differences in employees' QWL and commitment. The X-er employees and those who had higher tenure in the post-transition scenario demonstrated the highest QWL and commitment. Furthermore, the most pronounced effect of QWL on commitment was found among employees with lower tenures than those with moderate or higher tenures. This study offers a novel approach by applying psychological contract theory to explain how QWL influences employee commitment within the oil and gas sector following a transition from foreign to national ownership and management. In addition, the use of gender, generation type, and tenure as explanatory variables offers fresh insights into understanding the dynamics of employee commitment in the transitional context.

Keywords: *Psychological contract, QWL, Commitment, Demographics, Post-transition, Oil and gas*

Background

In recent decades, the oil and gas sector has witnessed successive waves of takeovers, a trend often accompanied by over-optimism

and over-anticipation. However, empirical data reveals a sobering reality: 50% to 80% of post-transition mergers, acquisitions, and takeovers fail to deliver the expected benefits. Research

How to cite:

Ristyan, W., Indarti, S., Machasin, Halim, E. H., & Suci, A. (2025). Quality of Work Life and Commitment in Oil and Gas Industry: A Post-Transition Aftermath. *International Journal of Multidisciplinary: Applied Business and Education Research*. 6(8), 3758 – 3771. doi: 10.11594/ijmaber.06.08.02

shows that many of these failures, ranging from one-third to one-half, stem from a disproportionate focus on strategic and financial objectives during deal negotiations and a lack of attention to post-integration management and human aspects, including psychological, cultural and personnel considerations (Sinkovics et al., 2011). Employee resistance is a well-recognized reason for the high failure rates of many post-transitions, which might elicit employees' negative emotions (Dorling, 2017). For example, AlMulla et al. (2019) reveal that organizational tension did exist, which eventually affected employee morale after the transition of the UAE's oil and gas company. Especially when involving a transnational transition from foreign to national ownership, some undesired consequences, such as culture shock, inconvenience at work, decreased organizational support, and many other human resource management aspects, have become major issues in oil and gas sectors (e.g., Sinkovics et al., 2011; Dao et al., 2017; Dorling, 2017; Mittal and Sridhar, 2018; AlMulla et al., 2019; Graham et al., 2020).

Previous studies on post-transition scenarios have ignored how transitions may impact quality of work life (QWL) and employee commitment in the oil and gas sector. For example, Rodríguez-Sánchez et al. (2020) as well as Vidyakala and Devipriya (2021) found that post-transition of merger or acquisition commonly causes psychological disturbances in employees, such as increased stress, decreased morale, and, to some extent, motivating employees to quit. Therefore, according to Steinberger and Mirc (2020), retaining key employees is often one of the most essential issues in post-acquisition integration. In such a case, post-transition management must retain employees' commitment to stay with the company by maintaining the QWL (Basu et al., 2025). For example, the business emphasis on technological advancement and the prioritization of health and safety in the oil and gas industry (e.g., Abudaqa and Hilmi, 2021; Edmund et al., 2023) directly correlates with the necessity of having committed employees in post-integration situations. Trained and skilled employees are crucial for effectively implementing and

leveraging new technologies, ensuring continued operational efficiency and competitiveness, and fostering a culture of trust and commitment within the organization. By retaining committed employees, companies may preserve institutional knowledge, drive innovation, and navigate post-integration challenges more effectively, ultimately contributing to long-term success in the dynamic oil and gas sector.

It is a common practice in oil and gas companies to provide quality of work life (QWL)—employee valuation in their work environment (Martinez-Buelvas and Jaramillo-Naranjo, 2019)—by offering several benefits and advantages to maintain committed employees (Abudaqa and Hilmi, 2021). The QWL is highly associated with high levels of commitment (Kanten, 2014). Some studies have evidenced the effect of QWL on employee commitment in various sectors, such as the health industry in Turkey (Ay et al., 2020), logistics companies in Columbia (Martinez-Buelvas and Jaramillo-Naranjo, 2019), SMEs in Egypt (El Badawy et al., 2018), and higher education institutions in the UK (Fontinha et al., 2016). However, the magnitude of such a relationship might be more complicated given the diversity of personal factors, such as gender, age, and tenure, especially when it comes to a post-integration situation, particularly in the oil and gas sectors. Furthermore, while many studies have demonstrated the effect of socio-demographic factors on commitment and QWL (e.g., Zayas-Ortiz et al., 2015; Kónya et al., 2016; Dhamija et al., 2019; Çelik et al., 2021), demographic factors such as gender, age, and tenure are often used as control and moderation variables (e.g., Karkoulian et al., 2016; El Badawy et al., 2018; Çelik et al., 2021; Lambert et al., 2019) than as explanatory factors. Therefore, the current study's aims are twofold. First, it aims to investigate the explanatory effects of demographic factors, such as gender, age (which later will be converted into generation types), and tenure, on employees' post-transition QWL and commitment. The second is to investigate the total and each effect of QWL on commitment based on their demographic factors.

Conceptual Framework and Hypotheses

Psychological Contract

The theory underlying the relationship between demographic factors, QWL, and commitment in the current study is the psychological contract theory. The initial definitions of psychological contracts viewed the term as an exchange agreement containing mutual expectations between employers or organizations and their employees (e.g., Argyris, 1960; Levinson et al., 1962; Schein, 1965). Later, Rousseau (1989) shifted the term 'expectations' to 'promises,' accentuating the role of employers or organizations in creating psychological contracts (Coyle-Shapiro et al., 2019). An exchange agreement is all about 'give and get in return' (Conway and Pekcan, 2019). For example, to get committed employees, employers should give them benefits in return. On the other hand, to get such benefits, employees, in return, must give their commitment to stay and best effort to their employers. The psychological contract is not officially written and is often beyond formal agreements, such as compensation and other physical facilities promised to or expected by employees (Lee et al., 2016; Conway and Pekcan, 2019; Abudaqa and Hilmi, 2021). It may include elements of quality work of life such as fairness, challenges, motivation, opportunities, job security, communication, and programs to cope with job stress (Mosadeghrad, 2013; Herrera and Heras-Rosas, 2021). Thus, the current study briefly defines psychological contracts as unwritten, implicit expectations or promises and obligations between employees and employers that go beyond formal employment agreements.

Psychological contract fulfilment assumes that the employer/organizations-employee relationship is established and strengthened through the exchange of positive inputs (e.g., the QWL's elements) and outcomes between both parties, thereby generating commitment (Lee et al., 2016; Herrera and Heras-Rosas, 2021). Fulfilling psychological contracts may trigger employees' psychological empowerment, fostering their intrinsic motivation to perform tasks with autonomy, independence, relevance, and meaningful work. This empowerment will likely increase their work

engagement and presence (Soleimani et al., 2021). In turn, organizations must provide the necessary resources to support their employees (Huynh, 2021). On the contrary, a perceived psychological contract breach, such as employers' or organizations' failure to keep their "unwritten promises" or to fulfill employees' expectations, can result in a lower commitment (Coyle-Shapiro et al., 2019). Yet, how demographics, such as generation types, gender, and tenure as explanatory factors, might invoke distinct strengths of such relationships within employees in post-transition oil and gas firms remain understudied.

Demographic Factors

Demographics encompass statistical data about a particular population, which is used to discern quantifiable subsets within the population (Kónya et al., 2016). Commonly employed demographic factors such as gender, age, and work experience or tenure serve as pivotal personal factors, predominantly employed as control and moderating factors in studies related to human resources (e.g., Karkoulou et al., 2016; El Badawy et al., 2018; Çelik et al., 2021; Lambert et al., 2019). For example, with the increasing participation of women in the workforce, gender disparities have been extensively investigated to probe into employee behavior within work settings. Such disparities may influence employees' QWL and commitment (e.g., Shanmugam and Bharathi, 2017; El Badawy et al., 2018).

Intriguingly, a multitude of studies have yielded conflicting outcomes because some research has failed to detect significant impacts of gender disparities on employees' QWL (e.g., Dhamija et al., 2019) and commitment (e.g., Zayas-Ortiz et al., 2015; Kónya et al., 2016; Rothausen and Henderson, 2019). As a result, the impact of gender differences remains relatively inconclusive, thereby demanding further investigation. Nevertheless, within the confines of this study, we posit that gender differences may potentially delineate the extent of employees' QWL and commitment within the oil and gas sector, given that it is presumed to be a male-dominated industry (Williams, 2019). Thus, we hypothesize:

H1: Gender difference invokes a significant difference in employees' QWL (a) and commitment (b).

Moreover, contemporary differences among generations represent a pivotal facet of today's workplace diversity, with significant implications for organizations over the long haul. Generations delineate cohorts or groups of individuals shaped by shared life experiences during roughly 20- to 25-year spans (Çelik et al., 2021). Each generation tends to exhibit similar cognitive frameworks, values, traits, attitudes, expectations, and beliefs among its members (Martinez-Buelvas and Jaramillo-Naranjo, 2019; Çelik et al., 2021). In the contemporary professional landscape, two predominant generational cohorts define the workforce: Generation X (born between 1965 and 1980) and Generation Y (born between 1981 and 2000), colloquially termed millennials (Martinez-Buelvas and Jaramillo-Naranjo, 2019; Robbins and Judge, 2024). These cohort manifest different workplace behaviors. While Generation X workers typically prioritize stability, adherence to rules, status attainment, career planning, and compromise, millennials tend to seek competition for leadership positions, novel experiences, new knowledge acquisition, autonomy, and challenge the status quo (Bencsik et al., 2016). Millennials are frequently perceived as less inclined to internalize organizational culture compared to their predecessors (baby boomers and Gen-X), potentially impacting their QWL (Adriansyah et al., 2024). In support, numerous studies have demonstrated variations in QWL and commitment across generational cohorts (e.g., Martinez-Buelvas and Jaramillo-Naranjo, 2019; Ay et al., 2020; Çelik et al., 2021; Weerarathene et al., 2023). Guided by these findings, we posit the following hypothesis:

H2: Generation type invokes a significant difference in employees' QWL (a) and commitment (b).

Furthermore, the duration of employees' tenure—the number of years of work experience (Dhamija et al., 2019)—may influence their expectations and evaluations throughout their service in the organization. For instance,

Dhamija et al. (2019) found that in the banking sector in India, employees tended to expect a higher QWL from organizations as tenure increased. This trend of tenure's notable impacts on QWL has been corroborated across various industries, including the education sector in India (Shanmugam and Bharathi, 2017), the logistics sector in Colombia (Martinez-Buelvas and Jaramillo-Naranjo, 2019), and the healthcare sector in Indonesia (Adriansyah et al., 2024). In addition, Yang et al. (2017) noted a positive relationship between team members' commitment and their tenure in the US healthcare industry. Similarly, Lambert et al. (2019) found a positive and significant impact of tenure on commitment among correctional staffs in the US. Thus, the proposed hypothesis is as follows:

H3: Tenure invokes a significant difference in employees' QWL (a) and commitment (b).

The Effect of QWL on Commitment

Employees are expected to show commitment to the organization; however, such an expectation necessitates a reciprocal relationship. One of the benefits that organizations are obligated to provide in exchange for employees' commitment is quality of work life, a measure designed to safeguard employees' physical and mental well-being, particularly in high-stress and advanced technology sectors such as oil and gas (Abudaqa and Hilmi, 2021). Abundant research emphasizes that cultivating employees' commitment hinges upon organizations reciprocating with favorable treatment (e.g., El Badawy et al., 2018; Martinez-Buelvas and Jaramillo-Naranjo, 2019; Ay et al., 2020). This reciprocity is achieved through a symbiotic exchange of inputs: organizations provide various compensation programs and cultivate conducive working environments, while employees reciprocate with their commitment to giving their best efforts to companies (Conway and Pekcan, 2019; Coyle-Shapiro et al., 2019).

Nevertheless, the strength of such relationships among employees with differing demographics remains unclear. For example, it is widely acknowledged that women tend to be more committed to the organization than men (Kónya et al., 2016), often emphasizing a greater need for work-life balance than their

male counterparts (Karkoulian et al., 2016). While Generation X employees prioritize job security and stability, millennials seek new challenges and opportunities (Martinez-Buelvas and Jaramillo-Naranjo, 2019). Gen-Xers generally favor a conservative approach, focusing on career pursuit, whereas millennials tend to be more open-minded, seeking greater purposes from working (Park and Park, 2018). Furthermore, studies by Rabindarang et al. (2014) suggest that older employees exhibit higher commitment levels than their younger counterparts. Similarly, Çelik et al. (2021) and

Ngotngamwong (2019) propose that millennials tend to display lower commitment levels than Generation X employees. Additionally, it is notable that commitment tends to increase with tenure (e.g., Yang et al., 2017; Lambert et al., 2019). In light of these findings, we posit the following hypothesis:

H4: Employees' QWL has a positive and significant effect on employees' commitment (a), such that the higher impact occurs in female employees (b), generation X employees (c), and those who experience higher tenure (d).

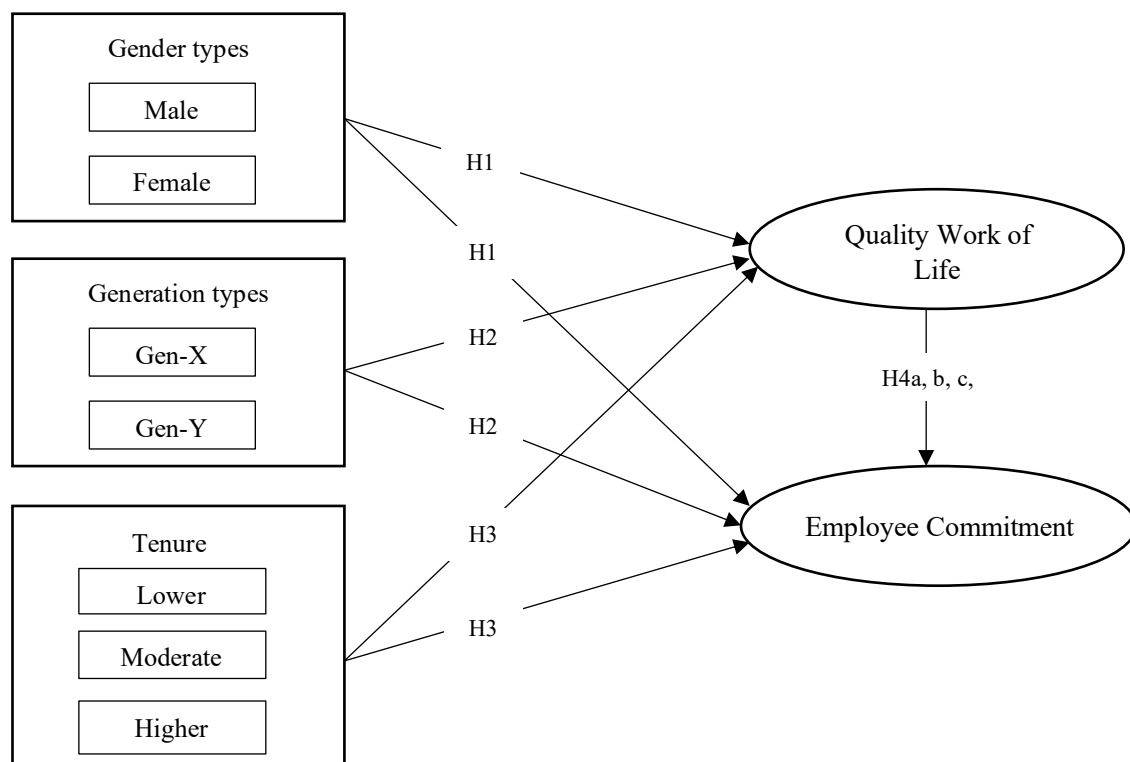


Figure 1. Research model

Methods

Participants

The participants were employees working in Indonesian oil and gas companies that had just transitioned from foreign to national ownership within less than two years. This period is critical as it represents the time frame employees are most likely to adapt to the organizational changes (Ullrich et al., 2023). One was a state-owned company and one was a private company. The participants were asked to complete a questionnaire and informed consent voluntarily.

As shown in Table 1, 215 questionnaires were distributed, and 159 were valid to be processed further, fulfilling a response rate of 74 percent. Most participants were male (62.9%), holding undergraduate degrees (56.6%), and earning more than IDR 20 million or more than USD 1,250 a month (55.3%). Most have worked with the company for 11 to 20 years (56%), and the Gen-X employees dominated the workforce (69.8%).

Table 1. Demographics

Aspects		Freq.	%
Gender	Male	100	62.9
	Female	59	37.1
	Total	159	100
Education	Equal or less than senior high school	21	13.2
	Diploma degree	16	10.1
	Undergraduate degree	90	56.6
	Master degree	32	20.1
	Doctoral degree	0	0
	Total	159	100
Average monthly income	Choose not to answer	18	11.3
	*IDR 1 – 5 million	0	0
	IDR 6 – 10 million	9	5.7
	IDR 11 – 15 million	5	3.1
	IDR 16 – 20 million	39	24.5
	> IDR 20 million	88	55.3
	Total	159	100
Age	Gen-X (45 – 60 years old)	111	69.8
	Gen-Y (23 – 44 years old)	48	30.2
	Total	159	100
Tenure	Lower (1 – 10 years)	37	23.3
	Moderate (11 – 20 years)	89	56.0
	Higher (more than 20 years)	33	20.7
	Total	159	100

Measurement

A five-point Likert scale ranging from strongly increased (5) to extremely decreased (1) was used for all items. The quality of work of life, employee commitment, and demographic information were assessed. Alpha coefficients for the continuous variables (QWL and commitment) are reported in Table 2 and are .60 or higher for all scales. The QWL ($\alpha = .80$) was measured with eight items adopted and modified from Mosadeghrad's (2013) quality of working life scale. Employee commitment ($\alpha = .79$) was measured with three items adopted and modified from Sutherland (2018).

The personal characteristics (demographics) consisted of gender types (male = 1; female = 2), generation types (gen-X = 1; gen-

Y = 2), and tenures (lower = 1; moderate = 2; higher = 3). The generation types were grouped by calculating the birth year range based on Robbins and Judge's generation classification (2024). They categorize workers born between 1965 and 1980 as Generation X, while those born from 1981 to 2000 are millennials. Based on this reference, we grouped respondents aged 45-60 as X-ers and those aged 23-44 as millennials. Meanwhile, tenure was grouped by dividing the length of service by an interval of 10 years. Those who worked for 1 to 10 years were grouped as employees with lower tenure; 10 to 20 years were assumed to have moderate tenure, and those above 20 years were workers with higher tenure.

Table 2. Validity Check

Items	*Cronbach's α
Post transition quality work of life	.80
Participation in decision-making	.79
Opportunity and fairness in job promotion	.76

Items	*Cronbach's α
The company's ability to handle work-related challenges	.78
Communication between departments	.78
Motivation to work	.76
Job security	.78
Compensation programs	.79
Company's programs to cope with job stress	.82
Post transition employees' commitment	.79
Loyalty to organization	.69
Congruity and acceptance towards organizational values	.74
Pride of being part of the organization	.72

Data Analysis

Hypotheses were examined using mean analysis, independent t-test, ANOVA, and regression analysis, both in total and by splitting the demographics to check the effect of the quality work of life on employee commitment according to participants' gender, generation types, and tenure.

Result

Independent t-tests were employed to test the effects of gender differences on the quality

of work life and employee commitment. As shown in Figure 2, the female employees' QWL ($M = 3.85$; $SD = .60$) was slightly higher than the males' one ($M = 3.77$; $SD = .56$). However, the difference was not significant ($t = -.92$; $p = .36$); thus, rejecting H1a. Similarly, there was no significant difference ($t = .24$; $p = .81$) between female employees' commitment ($M = 4.07$; $SD = .70$) and that of the males ($M = 4.09$; $SD = .63$), therefore, rejecting H1b.

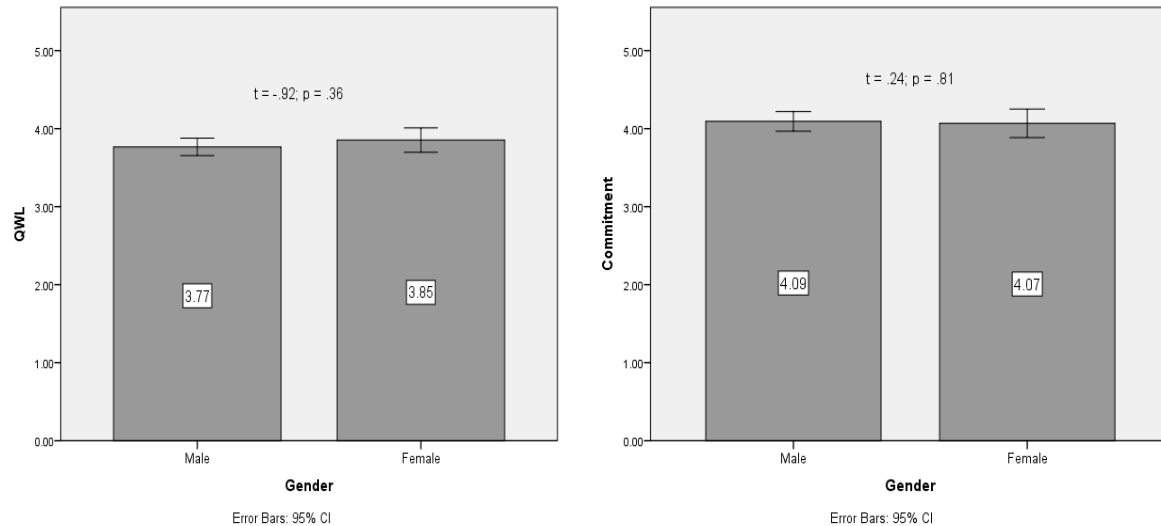


Figure 2. Post transition quality work of life and commitment by gender

In Figure 3, on the contrary, a significant difference ($t = -.6.80$; $p = .00***$) existed between the Gen-X and the Gen-Y employees' QWL. Here, our finding reveals that millennial employees experienced lower QWL ($M = 3.62$; $SD = .51$) than the Gen-X employees ($M = 4.22$; SD

$= .51$). Similarly, a significant difference ($t = -.6.17$; $p = .00***$) occurred in employee commitment. Again, the millennials showed lower commitment ($M = 3.91$; $SD = .66$) than the Gen-X employees ($M = 4.48$; $SD = .47$). Hence, H2a and H2b were supported.

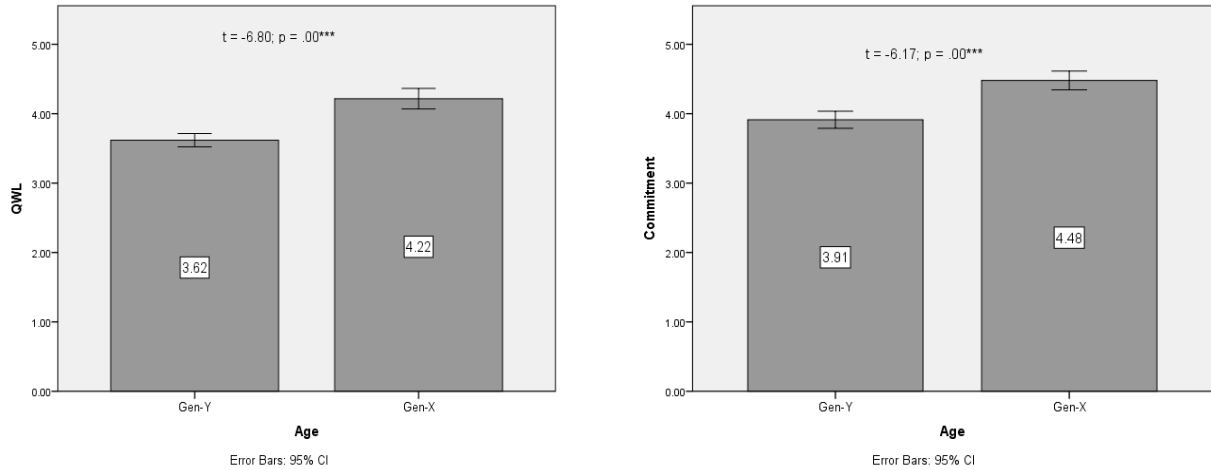
*** $p < .01$

Figure 3. Post transition quality work of life and commitment by generation types

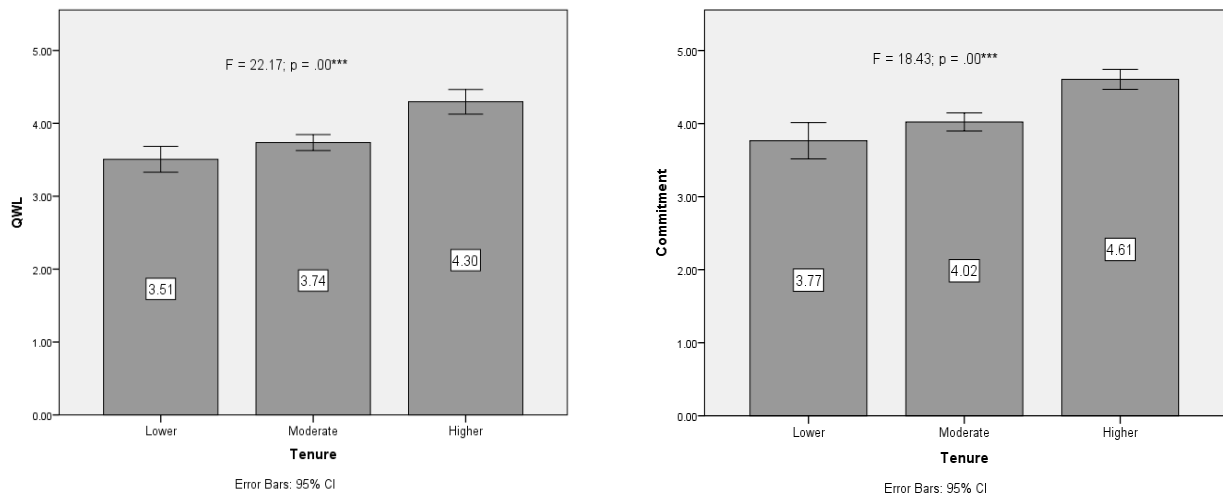
*** $p < .01$

Figure 4. Post transition quality work of life and commitment by tenure

ANOVA was employed to test the effect of tenure on employees' QWL and commitment. As shown in Figure 4, there was a significant difference ($F = 22.17$; $p = .00***$) in employees' QWL between those with distinct tenure, thus confirming H3a. Employees who had higher tenure sensed the strongest QWL ($M = 4.30$; $SD = .48$), as compared to those who had moderate ($M = 3.74$; $SD = .52$) and lower tenure ($M = 3.51$;

$SD = .53$). Also, employees who had higher tenure demonstrated the strongest commitment ($M = 4.61$; $SD = .39$) than the moderate ($M = 4.02$; $SD = .59$) and the lower ones ($M = 3.77$; $SD = .74$). As such, these figures led to a significant difference of commitment level based on tenure ($F = 18.43$; $p = .00***$), thus, supporting H3b.

Table 3. Regression Analysis

Models	Coeff.	t	^a Sig.	Adj. R ²
Quality of Work Life → Employee Commitment	.74	13.89	.00***	.55
Male	.73	10.43	.00***	.52
Female	.78	9.29	.00***	.60

Models	Coeff.	t	^a Sig.	Adj. R ²
Gen-X	.74	7.38	.00***	.53
Gen-Y	.68	9.69	.00***	.46
Lower tenure	.71	5.99	.00***	.49
Moderate tenure	.68	8.64	.00***	.46
Higher tenure	.65	4.81	.00***	.41

The first regression test had the QWL as the independent variable and employee commitment as the dependent variable. Table 3 demonstrates that the QWL positively and significantly influenced employee post-transition commitment (coeff. = .74; $t = 13.89$; $p = .00^{***}$), thus confirming H4a. Further regression tests examined both variables, but the results differed by demographic factors. All models showed a positive and significant effect of employee QWL on commitment. Based on the gender type, both male and female employees demonstrated a positive and significant impact of the QWL on commitment. In such a case, female employees had a slightly higher effect (coeff. = .78; Adj. R² = .60) than the males (coeff. = .73; Adj. R² = .52). Therefore, H4b was supported. Gen-X employees' QWL had a more significant effect on commitment (coeff. = .74; Adj. R² = .53) than that of the millennials (coeff. = .68; Adj. R² = .46), confirming H4c. On the contrary, H4d was not supported, quite surprisingly. A more significant effect of QWL on commitment occurred in those who had lower tenure (coeff. = .71; Adj. R² = .49) compared to those with moderate (coeff. = .68; Adj. R² = .46) and higher tenure (coeff. = .65; Adj. R² = .41).

Discussion

Despite extant studies on the relationship between QWL and employees' commitment, there remains a notable gap in empirical investigations regarding the influence of gender disparities, generation types, and tenure as explanatory variables on this model, particularly within the post-transition phases of the oil and gas industries. This study attempts to elucidate the distinctive impact of these demographic factors on the relationship between QWL and employees' commitment.

Contrary to the hypothesis, the present study revealed no significant differences between the female and male employees' QWL

and commitment. Both genders scored better QWL and commitment levels in post-transition scenarios. While the hypothesis was rejected, these results are consistent with numerous previous studies (e.g., Zayas-Ortiz et al., 2015; Kónya et al., 2016; Rothausen and Henderson, 2019). As such, gender effects in organizational behavior studies remain inconclusive and context-dependent. This also explains why there was only a slight difference observed between female and male respondents regarding the impact of QWL on commitment.

On the contrary, generation types elicited influential differences in employees' QWL and commitment. In this vein, employees from Gen-X expressed better QWL and commitment than the millennials. More particularly in the perspective of job security, millennial employees generally feel less secure than Generation X employees due to their contrasting values and expectations. Such differences can be attributed to various factors, including work values, attitudes toward authority, and expectations. Having grown up in a different socio-economic landscape, Gen-Xers often prioritize stability, autonomy, and tangible rewards in their professional lives (e.g., Bencsik et al., 2016; Adriansyah et al., 2024). In contrast, millennials, growing up during economic uncertainty and rapid technological changes, millennials tend to seek flexibility and purpose in their work, leading them to view their roles as more transient and less committed to long-term employment. (e.g., Ngotngamwong, 2019; Weeraratne et al., 2023). These distinct generational outlooks and preferences may contribute to variations in employees' QWL and commitment levels. This also explains why employees of Gen-X demonstrated a higher effect of QWL on commitment. This finding, thus, supports existing studies suggesting the differentiating effect of generation types on QWL and commitment (e.g., Martinez-Buelvas and Jaramillo-

Naranjo, 2019; Ay et al., 2020; Çelik et al., 2021; Weerarathene et al., 2023; Adriansyah et al., 2024).

The study reveals substantial variations in QWL and commitment levels among employees with differing tenures. Remarkably, those with longer tenures sensed the highest QWL and commitment, followed by individuals with moderate and lower tenures, respectively. This intriguing pattern suggests a direct correlation between tenure and the improvement of QWL and commitment within the oil and gas sectors. Such findings have broader implications across various sectors, such as the banking sector (Dhamija et al., 2019), logistics domain (Martinez-Buelvas and Jaramillo-Naranjo, 2019), educational institutions (Fontinha et al., 2016; Shanmugam and Bharathi, 2017), healthcare industry (Yang et al., 2017; Adriansyah et al., 2024), and public sector organizations (Lambert et al., 2019). This consistency underscores the robustness of the relationship between tenure, QWL, and commitment, which remains a salient consideration for organizations and human resources strategies across diverse professional contexts.

Contrary to expectations, the most pronounced effect of QWL on commitment was found among employees with lower tenures than those with moderate or higher tenures. This finding is elucidated by comparing the mean differentials of QWL and commitment across three distinct tenure groups (see Figure 4). Employees with lower tenure exhibited the lowest mean differential ($3.77\text{commitment} - 3.51\text{QWL} = .26$) in comparison to those with moderate ($4.02\text{commitment} - 3.74\text{QWL} = .28$) and higher ones ($4.61\text{commitment} - 4.30\text{QWL} = .31$). These figures indicate that the closest alignment between QWL and commitment occurred within the shorter tenure group, underscoring its predominant impact in this cohort. Nonetheless, the differentials among the three groups show marginal significance.

Such a claim may be counterintuitive initially because one might predict that employees with longer tenures have a stronger relationship with their workplace. However, there are plausible explanations for this finding. First, employees with shorter tenure might be more sensitive to the immediate work

environment, including factors such as QWL (e.g., Lee et al., 2016; Lay et al., 2016; Dhamija et al., 2019). Since they are still in the earlier process of establishing their perceptions and attitudes towards the company, any improvements in their perceived QWL may have a more pronounced influence on their commitment levels. Second, employees with shorter tenure may have lower external commitments or attachments to the company (e.g., Rabindarang et al., 2014; Yang et al., 2017; Lambert et al., 2019), allowing them to adjust their commitment levels more readily based on dynamics in their work environment. On the other hand, employees with higher tenures may have established routines, social connections, and ingrained perceptions of the company, making them less responsive to changes in their perceived quality of work life.

Conclusion

The findings have several contributions. First, this research contributes to the existing body of literature, which consistently suggests a positive correlation between employees' QWL and commitment (e.g., Fontinha et al., 2016; Srivastava and Pathak, 2016; El Badawy et al., 2018; Martinez-Buelvas and Jaramillo-Naranjo, 2019; Abudaqa and Hilmi, 2021). Nonetheless, the present study enriches this literature by showing that such a relationship cannot be oversimplified or universally applied across various demographic factors commonly encountered in the workplace, including gender, generation type, and tenure.

Second, while past studies often employed these demographics as control or moderating variables (e.g., Karkoulia et al., 2016; El Badawy et al., 2018; Lambert et al., 2019; Çelik et al., 2021), this research treated them as explanatory factors. Adopting this approach may offer a more precise explanation of how gender, generational differences, and tenure exert distinct impacts on both QWL and commitment and the relationship between these two constructs.

Third, the study's findings may offer a novel insight into the application of psychological contracts, particularly regarding the principle of "give and get in return" (Conway and Pekcan, 2019) between employees and employers in

the post-transition oil and gas industry, a context that has received comparatively little attention in the literature.

From the practical or managerial perspective, this research emphasizes the need to enhance the quality of psychological contract in post-transition situations within the oil and gas sector. Given the characteristics of employees in this sector, who mostly have high education and remuneration, a continuous demand exists to enhance the quality of work-life aspects and sustain their allegiance to the company in post-transition scenarios. Acquiring talents in the advanced technology-driven oil and gas industries is undoubtedly challenging and costly, particularly during pivotal post-transition phases amid increasing productivity targets under new management. Retaining existing talents emerges as the best and most efficient strategy. Thus, nurturing employees' positive perceptions of the psychological contract through post-transition QWL improvements is imperative to bolster their commitment and dedication during the critical period.

Notably, special attention needs to be given to millennial employees who commonly exhibit lower levels of perceived QWL and commitment as they are poised to replace the retiring Generation X workforce. To address their distinctive needs (e.g., Martinez-Buelvas and Jaramillo-Naranjo, 2019; Ngotngamwong, 2019), millennials in the oil and gas sector require increased autonomy, challenging tasks, flexibility, skill development opportunities, along with clear paths for career advancement and competitive compensation packages.

Despite the contributions, this study has a few limitations. First, due to the male-dominated nature of the oil and gas sector (Williams, 2019), the proportion of female respondents (37.1%) in this study was significantly more marginal than that of males (62.9%). This considerable gender disparity might result in distinct outcomes if examined within female-dominated or gender-neutral industries. Therefore, future studies should explore the model's applicability in different sector contexts. Second, the study focused on post-transition QWL and commitment, neglecting the pre-transition phase. Thus, to provide a more comprehensive understanding, both pre-and post-transition

phases should be investigated to ascertain the effect of QWL on commitment across diverse demographic groups. Third, demographic effects in this study were analyzed separately, potentially overlooking its interactive effects. For example, gender effects might exhibit significant interactions with generation types or tenures, potentially yielding different results. Therefore, further studies should explore these effects within an interactive model framework.

Another limitation is that this study gathered data from one state-owned enterprise and one private company, but both were analyzed as a single group without a comparative assessment. This approach overlooks the potential for greater commitment and job security typically associated with state-owned enterprises, as Wong (2017) noted. Future studies should compare the post-transition impacts on quality of work life (QWL) and commitment across these distinct types of companies to enhance understanding of these dynamics.

References

- Abudaqa A, Hilmi MF, Dahalan N (2021) The relationship between psychological contract, commitment, quality of work life and turnover intention in oil and gas companies in UAE: Moderating role of appreciative leadership. *International Journal for Quality Research*. 15(1):1-20. <https://doi.org/10.24874/IJQR15.01-01>
- Adriansyah AA, Damayanti NA, Suminar DR, Purnomo W, Setianto B, Sa'adah N (2024) The effect of gap generation on cultural internalization in creating quality work of life in society era 5.0 hospitals. *Migration Letters*. 21(S2):1441-1449. <https://migrationletters.com/index.php/ml/article/view/7645>
- Al-Mulla A, Ameen A, Issac O, Nusari M, Al-Shibami AH (2019) The effect of organizational tensions, merge policy and knowledge sharing on managing organizational change: The context of Abu Dhabi National Oil Organizations. *Journal of Engineering and Applied Sciences*. 14(8):2517-2531. <https://doi.org/10.36478/jeasci.2019.2517.2531>

- Argyris C (1960) Understanding Organizational Behaviour. London, United Kingdom: Tavistock.
- Ay F, Çalışkan F, Kasap EU (2020) Is there a difference between the organizational commitment and organizational trust levels of generation X and generation Y nurses? *Sağlık ve Hemşirelik Yönetimi Dergisi*. 2(7):292-302.
<https://doi.org/10.5222/SHYD.2020.44153>
- Basu AR, Rao SV, Menon RS (2025) Workplace well-being and employee retention: Investigating the predictive power of quality of work life factors on turnover intentions. *Frontiers in Business Innovations and Management*. 2(07):1-11.
- Bencsik, A, Horváth-Csikós G, Juhász T (2016) Y and Z generations at workplaces. *Journal of Competitiveness*. 8(3):90-106.
<https://doi.org/10.7441/joc.2016.03.06>
- Çelik AA, Kılıç, M, Altındağ E, Öngel V, Günsel A (2021) Does the reflection of foci of commitment in job performance weaken as generations get younger? A comparison between gen X and gen Y employees. *Sustainability*. 13(16):9271.
<https://doi.org/10.3390/su13169271>
- Conway N, Pekcan C (2019) Psychological contract research: older, but is it wiser? In: *Handbook of Research on the Psychological Contract at Work*. Edward Elgar Publishing. 10-34.
- Coyle-Shapiro, Jacqueline AM, Parzefall M (2008) Psychological contracts. In: Cooper, Cary L. and Barling, Julian, (eds.) *The SAGE Handbook of Organizational Behavior*. London, UK: SAGE Publications. 17-34.
- Dao MA, Strobl A, Bauer F, Tarba SY (2017) Triggering innovation through mergers and acquisitions: the role of shared mental models. *Group & Organization Management*. 42(2):195-236.
<https://doi.org/10.1177/1059601117696573>
- Dhamija P, Gupta S, Bag S (2019) Measuring of job satisfaction: the use of quality of work life factors. *Benchmarking: An International Journal*. 26(3):871-892.
<https://doi.org/10.1108/BIJ-06-2018-0155>
- Dorling JL (2017) Impact of psychological capital on the resistance to change during post-merger integration: A theoretical model. *Journal of Organizational Change Management*. 30(6):936-956.
<https://doi.org/10.1108/JOCM-11-2015-0199>
- Edmund NNK, Suxia L, Ebenezer L, Kachie ADT (2023) Emotional intelligence as a conduit for improved occupational health safety environment in the oil and gas sector. *Scientific Reports*. 13(1):19698.
<https://doi.org/10.1038/s41598-023-46886-3>
- El Badawy TA, Chinta R, Magdy MM (2018) Does 'gender' mediate or moderate the relationship between 'quality of work life' and 'organizational commitment'? Evidence from SMEs in Egypt. *Gender in Management: An International Journal*. 33(4):332-348.
<https://doi.org/10.1108/GM-04-2017-0050>
- Fontinha R, Van Laar D, Easton S (2018) Quality of working life of academics and researchers in the UK: the roles of contract type, tenure and university ranking. *Studies in Higher Education*, 43(4), 786-806.
<https://doi.org/10.1080/03075079.2016.1203890>
- Graham, P., Mahringer, M., & Thain, A. (2020). Ten Principles for Successful Oil and Gas Operator Transitions. Retrieved from <https://www.mckinsey.com/industries/oil-and-gas/our-insights/ten-principles-for-successful-oil-and-gas-operator-transitions>
- Herrera, J., & De Las Heras-Rosas, C. (2021). The organizational commitment in the company and its relationship with the psychological contract. *Frontiers in Psychology*, 11, 609211.
<https://doi.org/10.3389/fpsyg.2020.609211>
- Huynh, G. T. T. (2021). The effect of transformational leadership on nonfamily international intrapreneurship behavior in family firms: The mediating role of psycholog-

- ical empowerment. *Journal of Asian Business and Economic Studies*, 28(3), 204-224.
- Kanten, P. (2014). Effect of quality of work life (QWL) on proactive and prosocial organizational behaviors: A research on health sector employees. *Suleyman Demirel University Journal of Faculty of Economics & Administrative Sciences*, 19(1), 251-274.
- Karkoulis, S., Srouf, J., & Sinan, T. (2016). A gender perspective on work-life balance, perceived stress, and locus of control. *Journal of Business Research*, 69(11), 4918-4923.
<https://doi.org/10.1016/j.jbusres.2016.04.053>
- Kónya, V., Matić, D., & Pavlović, J. (2016). The influence of demographics, job characteristics and characteristics of organizations on employee commitment. *Acta Polytechnica Hungarica*, 13(3), 119-138.
- Lambert, E. G., Keena, L. D., Leone, M., May, D., & Haynes, S. H. (2020). The effects of distributive and procedural justice on job satisfaction and organizational commitment of correctional staff. *The Social Science Journal*, 57(4), 405-416.
<https://doi.org/10.1016/j.soscij.2019.02.002>
- Lay, A. M., Saunders, R., Lifshen, M., Breslin, C., LaMontagne, A., Tompa, E., & Smith, P. (2016). Individual, occupational, and workplace correlates of occupational health and safety vulnerability in a sample of Canadian workers. *American Journal of Industrial Medicine*. 59(2):119-128.
<https://doi.org/10.1002/ajim.22535>
- Lee J, Chiang FF, Van Esch E, Cai Z (2018) Why and when organizational culture fosters affective commitment among knowledge workers: the mediating role of perceived psychological contract fulfilment and moderating role of organizational tenure. *The International Journal of Human Resource Management*. 29(6):1178-1207.
<https://doi.org/10.1080/09585192.2016.1194870>
- Levinson H, Price CR, Munden KJ, Mandl HJ, Solley CM (1962) *Men, management, and mental health*. Cambridge, MA: Harvard University Press.
- Martínez-Buelvas L, Jaramillo-Naranjo O (2019) How to manage generations? An approach based on the quality of work life. *IBIMA Business Review*. 2019:493697.
<https://doi.org/10.5171/2019.493697>
- Mittal V, Sridhar S (18 Oktober 2018). Op-ed: Here's Why Oil and Gas Company Mergers Usually Fail. [<https://www.bizjournals.com/houston/news/2019/10/18/op-edheres-why-oil-and-gas-company-mergers-usually.html>], accessed on February 2, 2024.
- Mosadeghrad AM (2013) Quality of working life: an antecedent to employee turnover intention. *International Journal of Health Policy and Management*. 1(1):43-50.
<https://doi.org/10.15171/2Fijhpm.2013.07>
- Ngotngamwong R (2019) Working with Millennials: From the Perspective of Baby Boomers and Gen Xers. *Human Behavior, Development & Society*. 20(2):62-73.
- Park S, Park S (2018) Exploring the generation gap in the workplace in South Korea. *Human Resource Development International*. 21(3):276-283.
<https://doi.org/10.1080/13678868.2017.1306769>
- Rabindarang S, Bing KW, Yin KY (2014) The impact of demographic factors on organizational commitment in. *Malaysian Journal of Research*. 2(1):56-61.
- Robbins SP, Judge TA (2024) *Organizational Behavior-Global Edition*, 19th ed. UK: Pearson Education Limited.
- Rodríguez-Sánchez JL, González-Torres T, Montero-Navarro A, Gallego-Losada R (2020) Investing time and resources for work-life balance: The effect on talent retention. *International journal of environmental research and public health*. 17(6):1920.
<https://doi.org/10.3390/ijerph17061920>
- Rothausen TJ, Henderson KE (2019) Meaning-based job-related well-being: exploring a meaningful work conceptualization of job satisfaction. *Journal of Business and Psychology*. 34:357-376.
<https://doi.org/10.1007/s10869-018-9545-x>

- Rousseau DM (1989) Psychological and implied contracts in organizations. *Employee Responsibilities and Rights Journal*. 2:121-139. <https://doi.org/10.1007/BF01384942>
- Schein EH (1965) *Organizational Psychology*. Englewood Cliffs, NJ: Prentice Hall.
- Shanmugam S, Bharathi PS (2017) A study on the influence of socio-economic factors on quality of work life perceptions among self-financing engineering college teachers in Tiruchirappalli district. *Shanlax International Journal of Management*. 5(1):147-158.
- Sinkovics RR, Zagelmeyer S, Kusstatscher V (2011) Between merger and syndrome: The intermediary role of emotions in four cross-border M&As. *International Business Review*. 20(1):27-47. <https://doi.org/10.1016/j.ibusrev.2010.05.002>
- Soleimani M, Dana LP, Salamzadeh A, Bouzari P, Ebrahimi P (2022) The effect of internal branding on organizational financial performance and brand loyalty: Mediating role of psychological empowerment. *Journal of Asian Business and Economic Studies*. 30(2):143-163.
- Srivastava S, Kanpur R (2014) A study on quality of work life: key elements & It's Implications. *IOSR Journal of Business and Management*. 16(3):54-59.
- Steigenberger N, Mirc N (2020) Should I stay or should I go? Multi-focus identification and employee retention in post-acquisition integration. *Human Relations*. 73(7):981-1009. <https://doi.org/10.1177/0018726719847521>
- Sutherland J (2018) Who commits? Who engages? *Employee Relations*. 40(1):23-42. <https://doi.org/10.1108/ER-02-2016-0033>
- Ullrich A, Reißig M, Niehoff S, Beier G (2023) Employee involvement and participation in digital transformation: a combined analysis of literature and practitioners' expertise. *Journal of Organizational Change Management*. 36(8):29-48. <https://doi.org/10.1108/JOCM-10-2022-0302>
- Vidyakala K, Devipriya V (2021) Impact and analysis of merger and acquisition on employee engagement. *XIII(VIII):423-428*.
- Weerarathne RS, Walpola MDCP, Piyasiri ADWD, Jayamal IAUM, Wijenayaka THPC, Pathirana GY (2023) 'Leave or remain': intentions of Gen X and Y employees. *Quality & Quantity*. 57(3):2249-2268. <https://doi.org/10.1007/s11135-022-01456-z>
- Williams CL (2019) The deserving professional: Job insecurity and gender inequality in the oil and gas industry. *Labour & Industry: A Journal of the Social and Economic Relations of Work*. 29(2):199-212. <https://doi.org/10.1080/10301763.2019.1600856>
- Wong YT (2017) Affective commitment, loyalty to supervisor and guanxi: Chinese employees in joint ventures and reformed state-owned enterprises. *Journal of Chinese Human Resource Management*. 8(2):77-93. <https://doi.org/10.1108/JCHRM-04-2017-0007>
- Yang D, Kraut R, Levine JM (2017, May). Commitment of newcomers and old-timers to online health support communities. In *Proceedings of the 2017 CHI Conference on Human Factors in Computing Systems*. 6363-6375. <https://doi.org/10.1145/3025453.3026008>
- Zayas-Ortiz M, Rosario E, Marquez E, Colón Gruñeiro P (2015) Relationship between organizational commitments and organizational citizenship behaviour in a sample of private banking employees. *International Journal of Sociology and Social Policy*. 35(1/2):91-106. <https://doi.org/10.1108/IJSSP-02-2014-0010>