

-RESEARCH ARTICLE-

CAUSAL RELATIONSHIP MODEL OF QUALITY OF WORK LIFE AND LEADERSHIP SKILLS AFFECTING GOOD ORGANIZATIONAL CITIZENSHIP BEHAVIOUR: A CASE STUDY OF PUBLIC COMPANIES IN THAILAND

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—Abstract—

This research employs a quantitative approach utilizing path analysis to investigate causal relationships, leveraging the maximum likelihood estimation technique to determine variable coefficients and substantiate causal and effect pathways. The study aims to explore the interconnections between quality of work life, leadership skills, and work environment, and their influence on organizational citizenship behaviour. The sample comprised 434 employees from public companies in Thailand, selected through stratified quota random sampling. Eleven sets of evaluation scales were utilized for measurement, and the quality of the questionnaires was verified through confirmatory factor analysis. Key findings include: 1) A very high correlation coefficient of 0.821

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($p < .01$) was found between organizational relationships and organizational citizenship behaviour, 2). The model supported all five hypotheses and was consistent with empirical data, with fit indices as follows: Chi-Square Value = 45.477, Degrees of Freedom = 23, P-Value = 0.25, RMSEA = 0.047, CFI = 0.996, TLI = 0.989, SRMR = 0.014. The researchers conclude with policy recommendations aimed at enhancing organizational citizenship behaviour, focusing on three high-value components: opportunities for personal capability development, promotion of creativity and innovation, and enhancement of organizational relationships.

Keywords: Good Organizational Citizenship Behaviour, Quality of Work Life, Leadership Skills

INTRODUCTION

Currently, businesses are grappling with the challenge of rapid and unpredictable changes driven by shifts in the business environment. Technology and artificial intelligence are pivotal forces in these transformations, leading to increased complexity in business operations. This complexity manifests in intensified competition, shifting consumer behaviours, and diverse employee perspectives, posing significant adaptation challenges for organizations. Human resources play a critical role in organizational success. To remain competitive, organizations must continuously evolve, focusing on enhancing employee capabilities and potential while maintaining a balance between work-life quality and fostering positive workplace attitudes and behaviours. A key area of focus for organizations and management is ensuring that operational-level employees possess high quality and can perform efficiently, as their well-being and job satisfaction have a direct impact on organizational performance (Handayani & Khairi, 2022). Podsakoff et al. (2000) identified seven critical components of organizational citizenship behaviour that enhance smooth and effective organizational operations: 1) Altruism, 2) Courtesy, 3) Organizational loyalty, 4) Conscientiousness, 5) Creativity, 6) Responsible participation, and 7) Self-development. High-quality organizational citizenship behaviour is closely associated with the quality of work life, as it reflects the extent to which an organization values and appreciates employees' contributions. This appreciation is evidenced by employee loyalty and positive interactions with colleagues, both of which require cultivation within the organization.

Promoting and supporting organizational citizenship behaviour is vital for organizational success, as it enhances efficiency and effectiveness (Podsakoff et al., 2000). Employees with a strong sense of organizational citizenship, in addition to their necessary skills and capabilities, significantly contribute to an organization's competitive potential, sustainable growth, and ability to navigate economic and social crises effectively. Consequently, studying leadership behaviours is essential, given that leadership directly influences organizational citizenship behaviour and is affected by

employees' quality of work life. Exemplary organizational members foster positive motivation, improve performance, increase job satisfaction, reduce turnover rates, and retain valuable employees. This involves maximizing human resource potential through the development of knowledge, skills, abilities, and experiences.

In examining factors related to organizational membership and effectiveness, leadership skills emerge as a critical determinant. Effective leadership is essential for the efficient management of an organization and plays a pivotal role in shaping both leadership and followership dynamics, impacting oneself, colleagues, and subordinates. Leadership serves as a motivational force that drives employees, facilitating organizational advancement and goal achievement (Gagné & Deci, 2005). Additionally, effective leaders are characterized by creativity, development, inspiration, foresight, and the ability to guide themselves, their colleagues, and the organization toward its objectives (Bakker & Schaufeli, 2008). Consequently, organizational citizenship behaviour is closely linked to leadership, resulting from the interplay between individual attributes and contextual variables. For employees to be willing to forego personal benefits for the collective good of the organization, they must possess self-regulation capabilities or self-leadership. This self-regulation involves managing one's thoughts, feelings, and actions to achieve personal goals in alignment with societal standards (Lavelle et al., 2007), and is a fundamental aspect of effective leadership.

The researchers aimed to investigate the factors influencing the quality of work life and leadership skills that affect organizational citizenship behaviour by integrating concepts from organizational behaviour and modern management (Griffin et al., 2020). This study focuses on a public limited company in Thailand, a large organization with complex business operations encompassing the entire business chain from raw material production to processing, transportation, and distribution. This complexity underscores the importance of addressing employees' quality of work life in conjunction with organizational management. Warr (1990) elucidated the relationship between large organizations and employee happiness, positing that job satisfaction motivates employees to challenge themselves and take pride in their work. (Manion, 2003) concurred, noting that high-quality employee performance mitigates long-term job stress and enhances work efficiency (Sakdapat et al., 2024).

Promoting and supporting the development of strong organizational citizenship behaviour among employees is a critical issue. Such practices are advantageous to the organization, as they contribute to its success and enhance its efficiency and effectiveness (Podsakoff et al., 2000). When employees not only possess the requisite knowledge and skills for their roles but also demonstrate a heightened sense of awareness and organizational citizenship behaviour, they significantly bolster the organization's competitiveness, facilitate sustainable growth, and aid in navigating contemporary economic and social challenges. Thus, examining leadership behaviours

is crucial, as leadership directly influences organizational citizenship behaviour, which is in turn affected by the quality of work life. The interplay among quality of work life, leadership skills, and organizational citizenship behaviour collectively fosters the organization's overall success (Handayani & Khairi, 2022).

Consequently, the researchers aimed to explore the factors of quality of work life and leadership skills influencing organizational citizenship behaviour. This study incorporated concepts from organizational behaviour and contemporary management theories (Griffin et al., 2020). The research was conducted within a public company in Thailand, a large organization with a complex business model that includes multiple business units spanning the entire process from raw material production and processing to transportation and distribution. The organizational complexity necessitates a focus on both employee quality of work life and effective management practices. Warr (1990) described the connection between large organizations and employee happiness, noting that workplace satisfaction motivates individuals to overcome challenges and achieve success, leading to increased pride in their work. Manion (2003) supported this notion, suggesting that high-quality employee performance mitigates long-term work-related stress, resulting in enhanced work efficiency. Employees who demonstrate good organizational citizenship behaviour—marked by shared values such as unity, kindness, and respect—are more likely to be committed to their roles and understand their responsibilities. The study's findings on the interplay between these variables can inform the development and enhancement of human resource management strategies at both leadership and employee levels. This will aid in identifying methods to cultivate leadership skills, thereby improving employees' quality of work life, job satisfaction, and organizational sustainability. Additionally, it will contribute to the development of factors that encourage positive leadership behaviours, ultimately enhancing organizational citizenship behaviour and optimizing organizational efficiency.

LITERATURE REVIEW

A critical factor in enhancing organizational efficiency and achieving goals is the development of personnel. Successful organizations typically feature committed employees who respond positively to organizational policies, a behaviour often reflected in strong organizational citizenship. This behaviour represents a profound commitment to the organization, extending beyond formal roles and responsibilities to include actions that exceed assigned tasks. An examination of these behaviours reveals several characteristics that contribute to organizational efficiency: 1) Positive communication and advocacy for the organization to external parties, 2) Responsible involvement in activities with others, 3) Generosity and prioritization of the welfare of others, 4) Continuous self-improvement and skill enhancement, 5) Creativity and innovative thinking to enhance work performance, 6) A positive attitude and resilience in facing challenges, 7) A strong sense of duty (Lavelle et al., 2007). These

characteristics align with the concepts of quality of work life and leadership skills. The extent to which individuals exhibit good organizational citizenship behaviour is partially dependent on their leadership skills. Individuals possessing leadership abilities are intrinsically motivated to demonstrate exemplary work behaviour, which aligns with (Luthans, 2002) findings that exemplary individuals are driven to exhibit strong organizational citizenship behaviour.

The aforementioned concepts are crucial for business organizations as progress and excellence are heavily dependent on high-quality personnel who work effectively. Cultivating good organizational citizenship behaviour among employees contributes to building social capital and improving organizational performance. Vipraprastha et al. (2018) demonstrated that such behaviour enhances organizational commitment, leading to reductions in turnover, accidents, and errors, and results in financial returns that are 3.9 times higher than those of organizations where employees exhibit poor organizational citizenship behaviour. This behaviour increases employee dedication, focus, customer satisfaction, efficiency, and competitiveness, potentially leading to a 10-20% growth. Clearly, good organizational citizenship behaviour is essential for enabling an organization to achieve its goals efficiently, particularly in large organizations with extensive workforces. This behaviour facilitates the internal social mechanisms of the organization, fostering the flexibility required for effective functioning and enabling individuals to manage various tasks effectively in interdependent situations (Organ, 2014).

Quality of Work Life

This management approach focuses on enhancing employee satisfaction and fostering a sense of meaningful work (Hackman & Katz, 2010). Recognizing that people are valuable resources, this approach underscores the importance of positive work environments in promoting organizational commitment (Chanvibol et al., 2020). When employees operate in environments that foster satisfaction, it positively impacts both their work quality and their overall attitudes towards the organization. Organizations that effectively address employees' needs and expectations tend to achieve superior quality, efficiency, and success (Rivera et al., 2019). A high quality of work life also attracts talented individuals, reduces absenteeism and turnover, and helps retain knowledgeable and skilled employees (Koys, 2001). The four factors of quality of work life include:

- 1) Career Advancement and Job Security: Increased responsibilities, skill development, and opportunities for success contribute to recognized achievement, as anticipated and acknowledged by colleagues, family members, and other stakeholders, while also providing income or job security (Weng & McElroy, 2012).
- 2) Opportunities for Personal Development: Employees should be provided with

opportunities to enhance their skills and work quality through autonomy and self-regulation (Jansen et al., 2005).

- 3) Work-Life Balance: It refers to the capacity to balance work and personal life responsibilities (Wood et al., 2020).
- 4) Job Satisfaction and Fairness: It involves receiving adequate compensation and fair treatment relative to comparable positions (Koys, 2001).

Leadership skills

Leadership skills are essential as they influence employees' behaviours and attitudes. These skills directly affect organizational citizenship behaviour through fostering organizational commitment and enhancing group cohesion (Zulkarnain & Manurung, 2020). Therefore, leadership skills are a critical element in promoting good organizational citizenship behaviour among employees. Leaders with strong skills can motivate others by communicating a clear vision and instilling a sense of pride in the organization. This motivation encourages individuals to exert greater effort, with the belief that their enhanced contributions will aid the organization in achieving its goals. Additionally, leaders cultivate mutual trust, which positively impacts organizational citizenship behaviour, organizational commitment, and favourable attitudes towards the organization (Handayani & Khairi, 2022). The four key factors of leadership include:

- 1) To inspire a shared vision, leaders must cultivate confidence among their followers. When followers feel confident, their morale and commitment are elevated, leading them to invest considerable effort in achieving assigned tasks and supporting the organization's objectives. Leaders can enhance positive emotions in their followers through both verbal encouragement and supportive actions, promoting enthusiasm and a focus on collective rather than individual gains (Berson et al., 2015).
- 2) To foster creativity and innovation, leaders encourage their followers to identify various issues within the organization. This awareness motivates followers to seek novel solutions and approaches to enhance existing processes or develop innovative ideas (Alfonso et al., 2016).
- 3) Being a role model entails leaders demonstrating exemplary actions and behaviour. When leaders model high standards, they gain the respect, trust, and admiration of their followers. This, in turn, fosters a sense of pride among followers in working with such leaders and motivates them to replicate the leader's behaviour and embody their qualities (Berson et al., 2015).
- 4) In understanding and embracing individual differences, leaders must genuinely listen to employees' needs and accept diversity (Handayani & Khairi, 2022).

The research indicates that leadership plays a crucial role in fostering a positive work environment and enhancing the quality of work life. (Euwema et al., 2007) found that both group leadership and supportive leadership positively impact employees' work

intentions and promote good organizational citizenship behaviour. This effect is directly influenced by job characteristics and organizational commitment, and indirectly influenced by work life quality through its impact on organizational commitment.

Work Environment

The work environment is the context in which employees perceive the organization's goals and direction, encompassing their understanding of the organizational culture and work methods. This perception affects employees' feelings, attitudes, and behaviours, and includes factors that support and facilitate their work. The work environment directly influences employees' thoughts and emotions, which are linked to the organization's efficiency and effectiveness (Priarso et al., 2018). It comprises two main factors:

- 1) **Organizational Support:** This refers to the perception of receiving assistance and support from colleagues, supervisors, and managers within the unit and organization. It also encompasses promoting career advancement and encouraging the development of knowledge and experience (Rhoades & Eisenberger, 2002).
- 2) **Relationships within the Organization:** This involves perceiving positive relationships with colleagues, receiving friendliness from supervisors, experiencing mutual trust, engaging in effective teamwork, and fostering strong bonds among employees (Bakker & Schaufeli, 2008).

It can be concluded that the factors contributing to a high quality of work life are fundamentally rooted in workplace motivation, which encompasses both the work environment and leadership practices within the organization. A positive work environment and effective leadership not only foster job satisfaction but also significantly influence employees' job performance. This heightened job satisfaction enhances employees' motivation to perform their duties effectively. Consequently, this increased motivation leads to improved efficiency and productivity within the organization.

Bio-Socio-Demographic Background

This involves collecting comprehensive data on employees, including demographic information such as gender, age, and education level. Additionally, it encompasses details regarding job position, compensation, work experience, levels of job satisfaction, and overall happiness at work. By systematically gathering these types of information, organizations can gain a nuanced understanding of their workforce's characteristics and experiences, which can inform strategies for enhancing employee well-being and performance.

A comprehensive review of the literature on work-life quality, leadership skills, and the work environment, and their effects on organizational citizenship behaviour, provides a foundational basis for developing a conceptual framework for this research study. This literature review integrates various theoretical perspectives and empirical findings to establish a nuanced understanding of how these factors interact and influence organizational behaviour. By synthesizing insights from previous research, the conceptual framework delineates the relationships between work-life quality, leadership attributes, and environmental conditions, and their collective impact on employees' organizational citizenship behaviour.

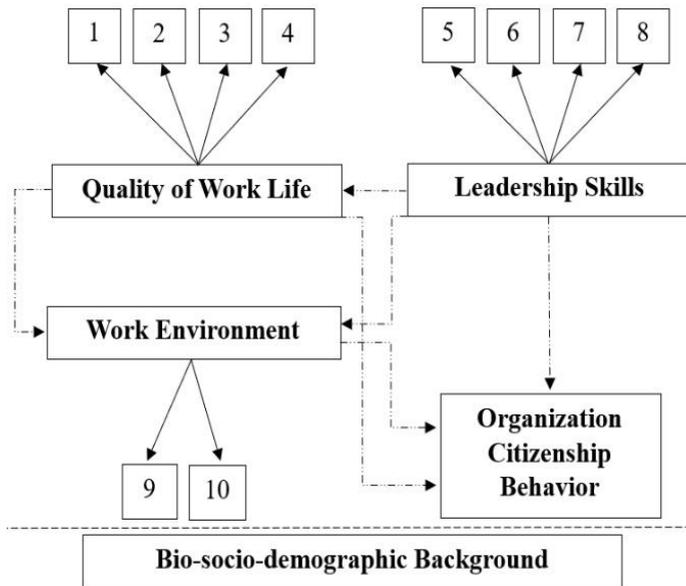


Figure 1: Conceptual Framework

Note: 1. Career Advancement and Job Security, 2. Opportunities for Personal Development, 3. Work-Life Balance, 4. Job Satisfaction and Fairness, 5. Inspiring a Shared Vision, 6. Promoting Creativity and Innovation, 7. Being a Role Model, 8. Understanding and Accepting Individual Differences, 9. Organizational Support, 10. Relationships in the Organization.

Hypotheses

- H1:** *Quality of work life has a direct influence on organizational citizenship behaviour.*
- H2:** *Leadership skills have a direct influence on organizational citizenship behaviour.*
- H3:** *Work environment has a direct influence on organizational citizenship behaviour.*
- H4:** *Leadership skills have an indirect influence on organizational citizenship behaviour through the work environment.*
- H5:** *Quality of work life has an indirect influence on organizational citizenship behaviour through the work environment.*

METHODOLOGY

Research Design

This quantitative research employs path analysis techniques, utilizing maximum likelihood estimation (Chernoff & Lehmann, 2011) to estimate path coefficients and establish causal relationships. The study aims to examine both direct and indirect effects of variables such as work-life quality, leadership skills, and work environment on organizational citizenship behaviour. The analysed data will be used to propose policies aimed at enhancing organizational efficiency and effectiveness. The research employs summated rating scales Desselle (2005) for self-reported responses and includes close observation of participants' work behaviours throughout the study. The research is conducted in accordance with Kasetsart University's human ethics standards, under research project code KUREC-SRC67/009, ensuring the protection of participant rights and strict adherence to research ethics.

Sample

This research samples employees from a public company in Thailand. To determine the required sample size, the researchers used G*POWER software (Faul et al., 2007), setting the power at 0.95 and the significance level at 0.05, which indicated a minimum sample size of 400 individuals. To account for potential incomplete survey responses, the sample size was increased by an additional 10%, resulting in a final sample size of at least 420 individuals. Sampling was performed using stratified quota random sampling Sedgwick (2012), with quotas distributed equally across the following strata: 1) Management departments, including Marketing, Product Management, Purchasing, Organizational Strategy, Sustainable Development, Information Management, Human Resources, Accounting & Finance, Operations, and Distribution; 2) Workplace locations, categorized as Central and Regional; 3) Work experience, divided into 10 or more years and less than 10 years; 4) Job positions, categorized as Operational and Management levels; 5) Education levels, categorized as Bachelor's degree and higher.

Measurement Tools

This research utilizes a total of 11 questionnaires and one social-demographic survey (Table 1). Each questionnaire consists of multiple statements rated on a 6-point Likert scale, ranging from "Strongly Agree" to "Strongly Disagree" (Desselle, 2005). The questions were developed based on a review of the literature and relevant research to ensure they effectively capture the significant aspects of the variables under study. This approach facilitates a clear understanding and ensures precise content validity and index-objective congruence checks. Furthermore, the researcher emphasizes the importance of the measurement tools' efficacy, which is validated through content validity and index-objective congruence assessments by five experts in leadership and

organizational behaviour. The researchers also conducted a pilot test with a sample of 120 individuals and analysed the results using confirmatory factor analysis (Brown & Moore, 2012). The evaluation criteria included chi-square statistics, root mean square error of approximation, comparative fit index, Tucker-Lewis index, and standardized root mean square residual. Questionnaires that met at least three out of these five criteria were considered for final use, particularly if the chi-square statistic showed no statistical significance (Table 1).

Table 1: Quality of Tools for Measuring Research Variables.

Titles of the questionnaire/variables	No.	α	Confirmatory Factor Analysis						
			χ^2	df	P-value (>0.05)	RMSEA (≤ 0.06)	CFI (≥ 0.95)	TLI (≥ 0.95)	SRMR (≤ 0.08)
1. Good Organizational Citizenship Behaviour	14	0.84	68.32	65	0.21	0.04	0.97	0.97	0.08
2. Career Advancement and Job Security	14	0.78	75.85	64	0.22	0.04	0.97	0.96	0.09
3. Opportunities for Personal Development	14	0.81	63.34	55	0.21	0.03	0.97	0.97	0.07
4. Work-Life Balance	14	0.79	64.28	62	0.19	0.05	0.96	0.95	0.06
5. Job Satisfaction and Fairness	14	0.80	52.80	51	0.18	0.04	0.96	0.96	0.07
6. Promoting Creativity and Innovation	12	0.77	62.28	59	0.19	0.04	0.97	0.96	0.07
7. Promoting Creativity and Innovation	12	0.79	60.12	57	0.16	0.03	0.96	0.95	0.07
8. Being a Role Model	12	0.80	50.45	51	0.20	0.04	0.98	0.96	0.06
9. Understanding and Accepting Individual Differences	12	0.72	60.71	55	0.17	0.03	0.95	0.97	0.07
10. Organizational Support	12	0.79	58.63	61	0.14	0.05	0.96	0.95	0.06
11. Relationships in the Organization	12	0.76	60.94	57	0.20	0.03	0.96	0.95	0.07

Note: This research gives more importance to the t value than the r value. The selection criteria are $t \geq 2.00$ and $r \geq 0.20$.

For data collection, the researchers structured the questionnaire into four distinct sections, varying the sequence of questions across each section to control for order effects and minimize biases related to the sequence in which questions were answered. Before administering the questionnaire, the researchers provided a detailed explanation of the study's objectives, procedures, and potential benefits. This explanation was designed to foster positive motivation and encourage participants to engage with the study genuinely and thoughtfully. The aim was to ensure that respondents appreciated the significance of the research and its potential contributions to future organizational development.

Data Analysis

This research employs statistical methods for two primary types of data analysis. First, to assess the quality of the questionnaires, the study utilizes item discrimination analysis with t-tests, item correlation analysis using coefficient alpha, and confirmatory factor analysis. Second, for inferential data analysis, the research employs correlation analysis and path analysis, utilizing linear structural relationship models with latent variables (Lleras, 2005).

RESULTS

This research gathered data from 434 employees of a public company in Thailand. The preliminary demographic characteristics of the sample included 51.73% male participants, with an average age of 45 years and 5 months (standard deviation = 0.972), and an average tenure of 17 years and 1 month. In terms of educational attainment, 65.23% of the employees held a bachelor's degree, and 69.28% occupied operational positions. The average job satisfaction among employees was 72.02%, categorized as good, while overall happiness at work was 71.54%, also rated as good.

The analysis of correlation coefficients for organizational citizenship behaviour (Table 2) revealed that organizational relationships exhibited the highest correlation coefficient, at 0.821 ($p < .01$), and is categorized within the work environment group. The second highest correlation was found with understanding and accepting individual differences, at 0.818 ($p < .01$), which is a variable within the leadership skills group. Among the quality of work life variables, job satisfaction and fairness in work demonstrated the highest correlation, at 0.706 ($p < .01$). In contrast, the variable of being a role model exhibited the lowest correlation with organizational citizenship behaviour, with a moderate coefficient of 0.410 ($p < .01$).

Table 2: Means, Standard Deviations, Correlation Coefficients of Various Variables in the Total Group (N=434).

Variable	Mean	SD	1	2	3	4	5	6	7	8	9	10
1.	64.16	7.82	1									
2.	60.15	6.16	.503**	1								
3.	63.01	7.79	.661**	.739**	1							
4.	60.17	8.38	.592**	.719**	.818**	1						
5.	65.55	8.23	.706**	.651**	.751**	.678**	1					
6.	53.23	7.19	.616**	.701**	.723**	.665**	.774**	1				
7.	52.96	8.74	.523**	.637**	.585**	.600**	.526**	.504**	1			
8.	59.75	7.22	.410**	.442**	.413**	.435**	.401**	.424**	.427**	1		
9.	54.84	8.47	.818**	.873**	.742**	.631**	.790**	.814**	.798**	.694**	1	
10.	52.33	8.49	.724**	.651**	.766**	.712**	.672**	.678**	.749**	.675**	.788**	1
11.	53.11	7.71	.821**	.562**	.616**	.599**	.689**	.725**	.654**	.695**	.747**	.710**

Note: * $p < .05$, ** $p < .01$

Variable: 1. Good Organizational Citizenship Behaviour, 2. Career Advancement and Job Security, 3. Opportunities for Personal Development, 4. Work-Life Balance, 5. Job Satisfaction and Fairness, 6. Inspiring a Shared Vision, 7. Promoting Creativity and Innovation, 8. Being a Role Model, 9. Understanding and Accepting Individual Differences, 10. Organizational Support, 11. Relationships in the Organization.

The analysis of the initial model's influence path revealed that the model exhibits structural relationships (Figure 2 and Table 4) consistent with empirical data. The model's fit indices meet the standard criteria: Chi-Square Value = 45.477, Degrees of Freedom = 23, P-Value = 0.25, RMSEA = 0.047, CFI = 0.996, TLI = 0.989, SRMR = 0.014. Firstly, the quality of work life directly influences organizational citizenship behaviour ($\beta = 0.966$), thereby supporting Hypothesis 1. Within this group, the most influential variable is the opportunity for individual development ($\beta = 0.905$), followed by job advancement and stability ($\beta = 0.881$), job satisfaction and fairness ($\beta = 0.870$), and work-life balance ($\beta = 0.812$). Regarding leadership skills, these also directly impact organizational citizenship behaviour ($\beta = 0.648$), supporting Hypothesis 2. The most significant variables within this group are promoting creativity and innovation ($\beta = 0.906$), followed by being a role model ($\beta = 0.840$), inspiring a shared vision ($\beta = 0.827$), and understanding and accepting individual differences ($\beta = 0.818$). Furthermore, leadership skills directly influence the quality of work life ($\beta = 0.946$). The analysis of the work environment group reveals a direct influence on organizational citizenship behaviour ($\beta = 0.657$), supporting Hypothesis 3. Within this group, the most significant factor is receiving support from the organization ($\beta = 0.903$), followed by organizational relationships ($\beta = 0.794$). Furthermore, leadership skills exert an indirect influence on organizational citizenship behaviour through the work environment ($\beta = 0.373$), as indicated by the prediction coefficient ($R^2 = 0.873$), thus supporting Hypothesis 4. Similarly, the quality of work life also demonstrates an indirect effect through the work environment ($\beta = 0.573$) on organizational citizenship behaviour, with a prediction coefficient of ($R^2 = 0.894$), which supports Hypothesis 5. Overall, the internal component values for organizational citizenship behaviour are substantial ($\beta = 0.839$), with a high prediction coefficient of ($R^2 = 0.978$), as detailed in Table 3.

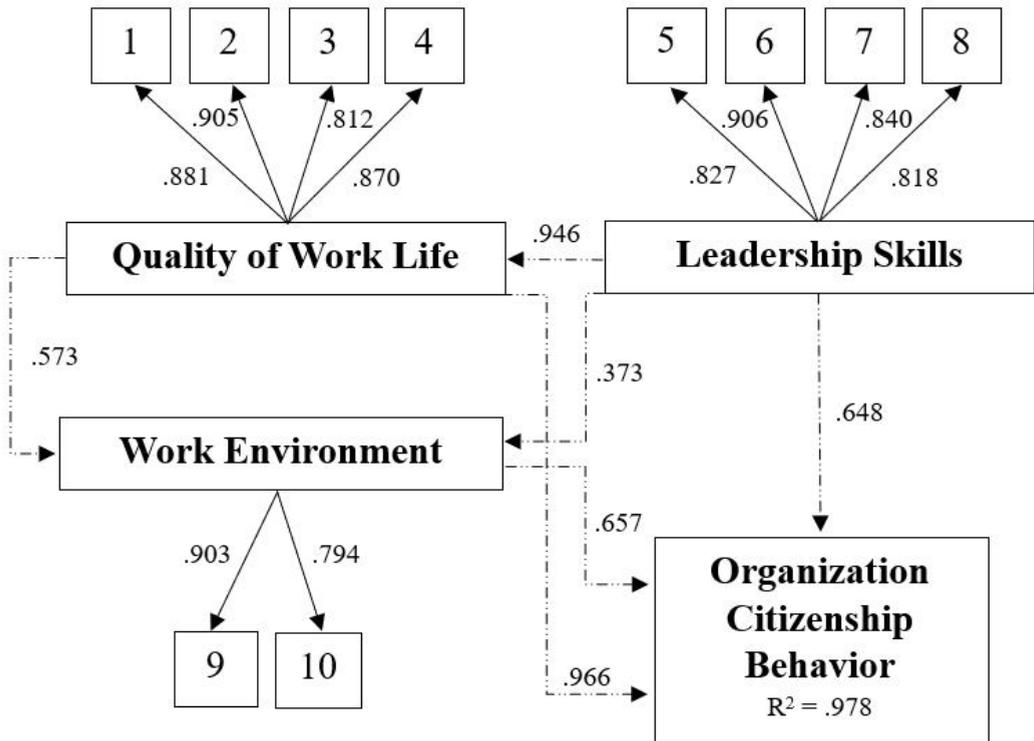


Figure 2: Testing the Harmony of the Causal Relationship Model of Quality of Work Life, Leadership Skills and the Working Environment That Affects Good Organizational Citizenship Behaviour. (N = 434, all influence coefficients and component weights were significant at the .05 level)

Note: 1. Career Advancement and Job Security, 2. Opportunities for Personal Development, 3. Work-Life Balance, 4. Job Satisfaction and Fairness, 5. Inspiring a Shared Vision, 6. Promoting Creativity and Innovation, 7. Being a Role Model, 8. Understanding and Accepting Individual Differences, 9. Organizational Support, 10. Relationships in the Organization.

Table 3: Direct and Indirect Influences of Quality of Work Life, Leadership Skills, and Work Environment on Organizational Citizenship Behaviour (N=434).

Casual Variable		Model-Based Outcome Variables					
		Work Environment			Good Organizational Citizenship Behaviour		
		DE	IE	TE	DE	IE	TE
Leadership Skills	b	0.534	1.310	0.776	0.747	1.001	1.748
	S.E.	0.148	0.017	0.140	0.207	0.026	0.191
	β	0.373	0.915	0.542	0.648	0.867	1.515
Quality of Work Life	b	----	----	----	0.999	1.389	0.390
	S.E.	----	----	----	0.213	0.182	0.102
	β	----	----	----	0.966	1.343	0.377
R ²		0.873			0.978		
Note: All coefficients are significant, DE = direct effect, IE = indirect effect, TE = total effect, R ² = correlation coefficient							

Table 4: Parameter Estimates and Related Statistics for Testing the Validity of the Causal Relationship Model of Organizational Citizenship Behaviour (N=434).

Cause Variables and Effect Variables	Parameter Estimates			
	Raw Scores (b)	S.E.	Standard Scores (β)	t
Measurement Model				
Good organizational Citizenship Behaviour	1.000	0.020	0.839	42.602**
Quality of Work Life				
Career Advancement and Job Security	1.000	0.013	0.881	69.869**
Opportunities for Personal Development	1.250	0.010	0.905	86.905**
Work-Life Balance	0.924	0.018	0.812	45.274**
Job Satisfaction and Fairness	1.161	0.013	0.870	64.778**
Leadership Skills				
Inspiring a Shared Vision	1.000	0.017	0.827	48.672**
Promoting Creativity and Innovation	1.402	0.012	0.906	76.474**
Role Modelling	1.240	0.017	0.840	49.647**
Understanding and Accepting Individual Differences	1.276	0.018	0.818	46.409**
Work Environment				
Organizational Support	1.000	0.015	0.903	60.272**
Organizational Relationships	0.753	0.020	0.794	38.892**
Structural Equation Model				
Leadership Skills → Quality of Work Life	1.055	0.010	0.946	4.818**
Leadership Skills → Work Environment	0.534	0.148	0.373	2.528**
Quality of Work Life → Work Environment	0.736	0.148	0.573	3.876**
Leadership Skills → Organizational Citizenship Behaviour	0.747	0.207	0.648	3.125**
Quality of Work Life → Organizational Citizenship Behaviour	0.999	0.213	0.966	4.529**
Work Environment → Organizational Citizenship Behaviour	0.530	0.179	0.657	3.668**

CONCLUSION

The research findings substantiate all five hypotheses and successfully address the study's objectives. The analysis reveals significant relationships between various variables, which influence organizational citizenship behaviour. Key variables with high correlations include: 1). Organizational Relationships within the Work Environment group, aligning with [Vipraprastha et al. \(2018\)](#) research, which indicates that strong internal organizational relationships enhance job satisfaction and overall efficiency. 2). Understanding and Accepting Individual Differences within the Leadership Skills group, consistent with ([Euwema et al., 2007](#)) study on leadership styles and organizational citizenship behaviour across different cultures. 3). Job Satisfaction and Fairness within the Quality of Work Life group, supporting ([Koys, 2001](#)) findings that long-term employee satisfaction positively impacts organizational

effectiveness.

These variables corroborate the researchers' initial predictions regarding causal relationships, which were derived from a comprehensive literature review and observations of workplace behaviours during data collection. The results are in line with previous research, such as [Sakdapat \(2023\)](#), who examined the impact of psychological and situational factors on financial planning behaviour in Thailand, and [Pimma, Sooksmarn & Suwannarat \(2023\)](#), who explored causal models of the quality of working life among military officials. Furthermore, the study utilized maximum likelihood estimation to identify both direct and indirect path coefficients influencing organizational citizenship behaviour. The model's fit indices meet standard criteria: Chi-Square Value = 45.477, Degrees of Freedom = 23, P-Value = 0.25, RMSEA = 0.047, CFI = 0.996, TLI = 0.989, SRMR = 0.014. The research indicates that the quality of work life exerts the highest direct influence on organizational citizenship behaviour. Leadership skills have an indirect impact through the quality of work life and work environment, illustrating the interconnected influence paths among these variables ([Handayani & Khairi, 2022](#)).

To foster effective organizational citizenship behaviour within public companies in Thailand, it is crucial to address a diverse range of influencing factors. The research findings offer valuable insights for formulating policy recommendations applicable to organizations with comparable demographic profiles and contextual elements. The study underscores three principal considerations: 1). **Enhancing Personal Skill Development Related to Quality of Work Life:** Organizations should implement policies that promote the practical enhancement of employees' knowledge and skills, as well as facilitate experience sharing. Establishing clear criteria and appropriate selection methods for these opportunities is essential. Selection processes might include voluntary participation or focus on employees demonstrating dedication and high performance. Furthermore, it is advisable to provide targeted training opportunities aligned with employees' roles and offer educational scholarships for advanced studies. Such initiatives are instrumental in generating positive motivation among employees ([Rioux & Penner, 2001](#)), thereby enhancing job satisfaction, boosting morale, and instilling a sense of pride in their work. This, in turn, fosters organizational loyalty and confidence, providing substantial support beyond mere income or annual bonuses. 2). **Fostering Creativity and Innovation through Leadership Development:** Promoting creativity and innovation is integral to enhancing leadership skills within an organization. To achieve this, organizations should prioritize the cultivation of leadership qualities ([Alfonso et al., 2016](#)). Senior executives should lead by example, and the assessment of leadership attributes at individual, departmental, and organizational levels should be emphasized. Increasing activities designed to help employees apply leadership skills in dynamic environments will facilitate their creative thinking and the integration of advanced technologies, such as artificial intelligence,

into their work. This approach not only encourages employees to acquire new skills and uncover their latent potential but also fosters collaborative learning and teamwork. Ultimately, it aids in the development of employees' inherent leadership abilities and bolsters their confidence in their leadership roles. 3). The Development of Organizational Relationships Pertains to Work Environment Variables: Research indicates that organizational support and effective personal leadership significantly enhance organizational relationships. Consequently, organizations should actively foster and support their employees. Policies should be established that enable employees to fully exhibit their capabilities and engage in creative thinking, while emphasizing work outcomes over strict adherence to rules, although initial reporting to the organization remains necessary. Furthermore, it is crucial to demonstrate the value and importance of employees' work to instil a sense of significance and worth. Systematic support for role models and a commitment to fair management practices are essential. According to [Namdech, Rattanasirivilai, & Rathachatranon \(2024\)](#), behavioural development should emphasize fairness, encompassing transparency, equity, and accountability.

LIMITATIONS AND FUTURE DIRECTIONS

Despite the rigorous efforts to ensure the robustness of this quantitative research and minimize extraneous influences, certain limitations remain. The research results primarily quantify the relationships between variables without establishing deeper causal connections. Consequently, the conclusions and recommendations drawn regarding causation should be considered predictive rather than definitive. To address these limitations, it is advisable to conduct further qualitative research to explore the causal relationships among the variables more thoroughly. Alternatively, experimental research methods could be employed to ascertain causality more conclusively. Nonetheless, the researchers have utilized the findings to develop a knowledge manual on organizational citizenship behaviour, aiming to extend its benefits to a broader range of organizations.

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