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ORGANIZATIONAL CITIZENSHIP BEHAVIOR OF THAILAND'S PRIME MINISTER'S OFFICE PERSONNEL AND THE POLICY RECOMMENDATIONS FOR DEVELOPMENT

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Abstract

The objectives of this research were 1) to study the level of happy workplace administration, job satisfaction, perceived organizational justice, organization commitment, and the organizational citizenship behavior in Thailand's Prime Minister's Office, 2) to examine the influence of happy workplace administration, job satisfaction, perceived organizational justice, organization commitment, and the organizational citizenship behavior, and 3) to propose policy recommendations for the development of the organizational citizenship behavior in the office. The research findings revealed that the model of organizational citizenship behavior in the Prime Minister's Office is consistent with the empirical data, considering Chi-square = 0.246, df = 1, p = 0.620, GFI = 1.00, AGFI = 0.996, CFI = 1.000, SRMR = 0.003 and RMSEA = 0.000. The variable that had the greatest influence on the organizational citizenship behavior was perceived organizational justice, followed by job satisfaction, happy workplace administration, and organization commitment, respectively. All variables were combined to predict the organizational citizenship behavior by 45.80%. The policy recommendations for the development of organizational citizenship behavior in the Prime Minister's Office must primarily focus on justice. The mentioned justice process shall consist of 3 components: transparency, justice, and accountability.

Keywords: Organizational Citizenship Behavior, Happy Workplace Administration, Job Satisfaction, Perceived Organizational Justice, Organization Commitment

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Introduction

“Organizational Citizenship Behavior” is a topic in social science and neuroscience that has received extensive research attention by scholars and researchers both domestic and international. A search of the ScienceDirect database (as of 18th October 2023) revealed that there have been academic articles published and indexed on this topic since 2000, with a total of 3,391 articles. Upon closer examination, it was found that the number of academic articles on this subject has been continuously increasing, starting with 27 articles in 2000, growing to 110 articles in 2010, and 233 articles in 2020. The number reached its peak at 309 articles in the current year, with over two months remaining. Additionally, 3 articles from 2021 have been published in journals and indexed in the database (ScienceDirect, 2023). For more details, please refer to Figure 1.

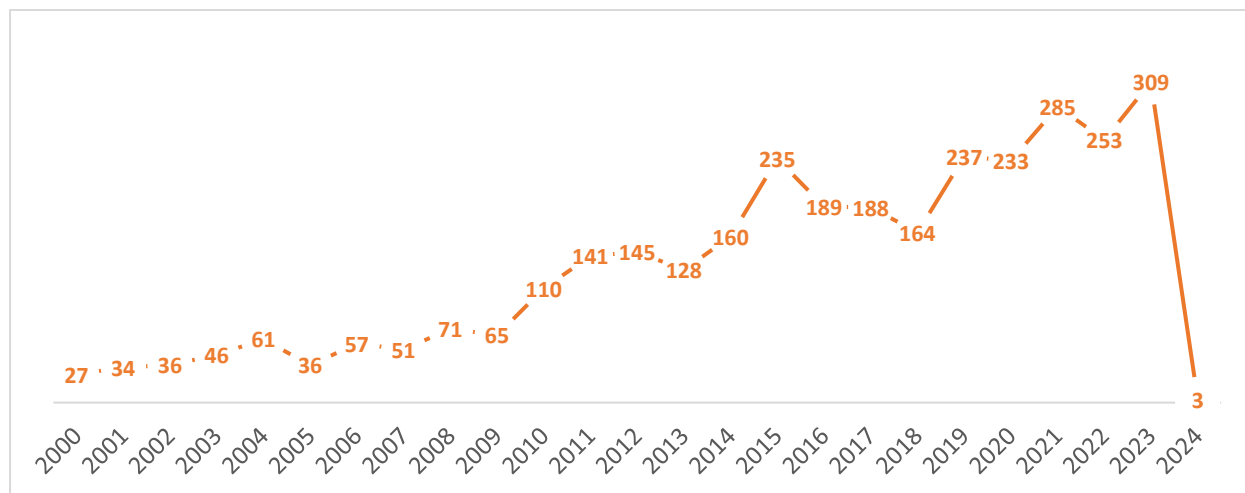


Figure 1 Number of academic articles on the “Organizational Citizenship Behavior” in the ScienceDirect database

Due to the current situation of public sector organizations in Thailand, which is supported by related empirical data and research, it is clear that there are issues (Chaikot, 2017; Khumkong, 2021; Wisuttho & Kosonkittumporn, (2021) that need reform to improve operational effectiveness (Prachachat, 2019; Thairath, 2021; Isranews, 2022). Even though continuous efforts have been made (Akaraborworn & Akaraborworn, 2015; Pengsuwan, 2016; Wongburanavart, 2017), in terms of human resource management, questions arise regarding the factors that drive Organizational Citizenship Behavior among government officials and how to develop it further in the organization.

The results from the literature review conducted by the author in the article titled “Factors Influencing Organizational Citizenship Behavior of Government Officials: A Conceptual Framework,” which will be presented at the 21st International Social Sciences and Business Research Conference from 30th October to 1st November 2023, at the University of Northampton, the United Kingdom (via online platform), indicate that happy workplace administration, job satisfaction, perceived organizational justice, and organization commitment are direct factors influencing organizational citizenship behavior. Furthermore, the happy workplace administration, job satisfaction, and the perceived organizational justice also indirectly affect organizational citizenship behavior through organization commitment (Namdej et al., 2023).

“Thailand’s Prime Minister’s Office” is a government agency at the ministerial level that is directly responsible to the Prime Minister of Thailand and plays a crucial role in the general administration of the Prime Minister and the Cabinet. The responsibilities include the matters on general administration, proposing of policies, planning of economic, social, political

aspects, and national security. These responsibilities include the matters of government budgets, bureaucracy, public administration, legal affairs, legislative development, monitoring and evaluation of government performance, special missions, and other duties prescribed by law as the authority of the Prime Minister's Office or the public agencies under the Prime Minister's Office or that is not within the authority of any specific ministry (Prime Minister's Office, 2002b). The departmental level government agency that performs the main duties is the Office of the Permanent Secretary, Prime Minister's Office (Prime Minister's Office, 2002a). The researchers were interested in 1) examining whether the happy workplace administration, job satisfaction, perceived organizational justice, organization commitment, and organizational citizenship behavior in the Prime Minister's Office are at what level, 2) testing the influence of the happy workplace administration, job satisfaction, perceived organizational justice, and organization commitment on organizational citizenship behavior in the Prime Minister's Office, 3) formulating policy recommendations for developing the organizational citizenship behavior in the Prime Minister's Office which will lead to sustainable improvement in the organization's performance in the future.

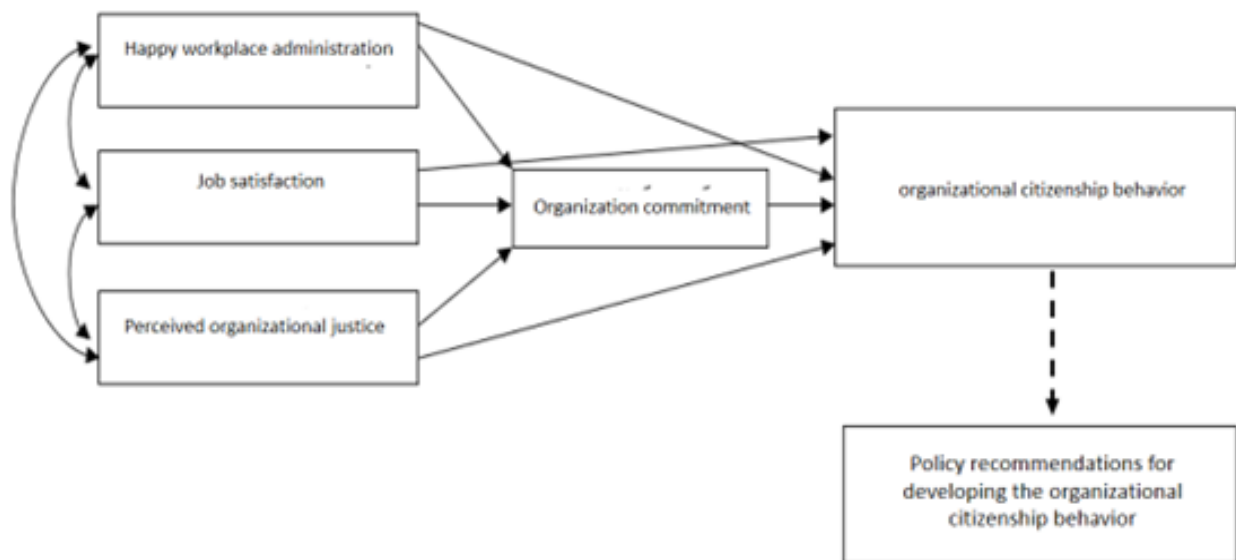


Figure 2 Research conceptual framework

Research Methodology

Population and Sample

This research is a mixed-methods study that combines quantitative and qualitative research approaches. The research population for the quantitative part includes the personnel of the Office of the Permanent Secretary, Thailand's Prime Minister's Office, totaling 668 individuals. The sample size for the study was determined based on structural equation modeling standards, specifically the Maximum Likelihood estimation method. According to Boomsma & Hoogland (2001), the recommended sample size for this method is 200 or more. However, Schumacker & Lomax (2010) suggest using the "Rules of Thumb" for structural equation modeling, which recommends 10 to 20 participants per observed variable. As in this research, there are 19 observed variables, the author used a ratio of 20 people per 1 observable variable, resulting in a sample size of 380 people. The analysis of the demographic characteristics of the quantitative research population showed that the majority of the sample were male (54.80%), with an age range of 30-39 years (54.30%), job tenure between 1-5 years (37.00%), holding a bachelor's degree or its equivalent (71.00%), and having a monthly income between 20,000-29,999 Baht (31.90%). The qualitative research aimed to investigate

individuals including administrators, government officials, and other relevant stakeholders directly associated with the work of the personnel of the Prime Minister's Office, totaling 10 participants.

Data Collection and Data Analysis

Quantitative research tools include estimation questionnaires developed by the researchers. The questionnaires were divided into 6 parts, consisting of part 1: personal characteristics, part 2: happy workplace administration, part 3: job satisfaction, part 4 perceived organizational justice, part 5 organization commitment, and part 6: organizational citizenship behavior. The collected data were analyzed using statistics, divided into descriptive statistics such as percentages, arithmetic means, and standard deviation and reference statistics including analysis of correlation coefficients between observed variables in the model of organizational citizenship behavior in the Office of the Permanent Secretary, Prime Minister's Office. The Pearson correlation coefficient was used to obtain a correlation matrix between observed variables. The data were used for further structural equation model analysis to analyze and verify the consistency of the model of organizational citizenship behavior in the Office of the Permanent Secretary, Prime Minister's Office, created by the researchers from a literature review related to empirical data. Maximum Likelihood method was used. The statistical values used to check the consistency between the model and empirical data are 1) Standard Errors and Correlations of Estimates, 2) Multiple Correlations and Coefficients of Determination) 3) Model Fit Statistics. The statistics in this group are used to check the validity of the model, consisting of the Chi-Square Statistics, the Goodness-of-Fit Index (GFI), Root Mean Squared Residual (RMR), Standardized Root Mean Squared Residual (SRMR), Root Mean Square of Error Approximation (RMSEA), and Largest Standardized Residual (LSR), 4) Consistency index including Comparative Fit Index (CFI), Normed Fit Index (NFI) and Non-Normed Fit Index (NNFI) and 5) Model Modification Indices.

The qualitative research tool is a semi-structured interview divided into 2 parts; part 1 which is personal characteristics and part 2 which is an in-depth interview. When collecting data from interviews and checking data using triangulation completely, the data analysis was carried out with Typology and Taxonomy. The Summative Content Analysis was conducted to understand the meaning of the text including the meaning hidden in the conversation to be used in writing the explanation of the results.

Ethics in Human Research

As this research is social science research, the survey and interview methods were used. It does not contain sensitive topics/questions. The attitudes were not asked in the case that it will be detrimental to employment if revealed. Publication of survey results does not discredit the organization that provided the data and does not record information in a way that can identify an individual, either directly or through a link code. Therefore, there is considered Exemption through consideration by Suan Sunandha Rajabhat University Ethics Committee (Panel 2) and received a certificate number COE. 2-291/2023.

Research Findings

The results of the data analysis using descriptive statistics indicate that the personnel of the Prime Minister's Office have a moderate level of happy workplace administration (with the mean of 3.35). They have a high level of job satisfaction, perceived organizational justice, organization commitment, and organizational citizenship behavior (with the mean of 3.75, 3.54, 3.77, and 3.63, respectively). The details are presented in Table 1.

Table 1 Levels of happy workplace administration, job satisfaction, perceived organizational justice, organization commitment, and organizational citizenship behavior in the Prime Minister's Office

	Mean	S.D.	SK	KU	Level
Happy workplace administration	3.3514	.50519	.337	.442	Moderate
Job satisfaction	3.5725	.46038	.428	-.038	High
Perceived organizational justice	3.5398	.59256	.131	.078	High
Organization commitment	3.7746	.57775	.053	-.340	High
Organizational citizenship behavior	3.6320	.46568	.262	-.234	High

The results of the analysis of the Pearson correlation coefficient between the variables found that there was a statistically significant correlation coefficient at the .01 level for every pair. The correlation coefficient was between .215-.724 with the pairs of observed variables. The pair with the highest correlation coefficient is the happy workplace administration and perceived organizational justice with a value of .724. The pair with the lowest correlation coefficient is the happy workplace administration and job satisfaction. The value is equal to .215 and when considering the Bartlett's Test of Sphericity value, it is found to be equal to 684.342, $df = 10$, $p < .01$, indicating that the correlation matrix is significantly different from the identity matrix at the level of .01. The KMO value is equal to .761. Therefore, it can be concluded that the data set is suitable to be used for further path analysis. The details appear in Table 2.

Table 2 Pearson correlation coefficient between the variables

Variables	1	2	3	4	5
Perceived organizational justice	1.000				
Job satisfaction	.236**	1.000			
Organization commitment	.427**	.337**	1.000		
Happy workplace administration	.724**	.215**	.432**	1.000	
Organizational citizenship behavior	.529**	.402**	.566**	.512**	1.000
Bartlett's Test of Sphericity = 684.342, $df = 10$, $p < .01$ and KMO = 0.761					

** $p < .01$

The results of the path analysis found that the causal relationship model was not consistent with the empirical data and one path was not statistically significant: happy workplace administration to organization commitment. The researchers then proceeded to cut out such a path. After the new data analysis had been conducted, it was found that the model was consistent with empirical data. Chi-square = 0.246, $df = 1$, $p = 0.620$, GFI = 1.00, AGFI = 0.996, CFI = 1.000, SRMR = 0.003 and RMSEA = 0.000. The standard regression coefficients between cause variables and effect variables are shown in Table 3.

Table 3 Standardized regression coefficients between cause and effect variables

Variables	Organization commitment $R^2 = .543$			Organizational citizenship behavior $R^2 = .458$		
	DE	IE	TE	DE	IE	TE
Happy workplace administration	-	0.027* (0.012)	0.027* (0.012)	0.204** (0.041)	-	0.204** (0.041)
Job satisfaction	0.613** (0.035)	0.044* (0.014)	0.657** (0.033)	0.328** (0.033)	-	0.328** (0.033)
Perceived organizational justice	0.094* (0.037)	0.048* (0.012)	0.142** (0.034)	0.357** (0.035)	-	0.357** (0.035)
Organization commitment	-	-	-	0.135** (0.049)	0.027* (0.049)	0.162** (0.049)

** $p < .01$, * $p < .05$ in the bracket is standard error, DE = Direct Effect, IE = Indirect Effect, TE = Total Effect

According to Table 3, the variable that most affects organizational citizenship behavior is the perceived organizational justice. The influence size was 0.357 with statistical significance at the .01 level. It was followed by job satisfaction. The influence size was 0.328 with statistical significance at the .01 level. The happy workplace administration had an influence size of 0.204 and the influence size of organization commitment was 0.204, with statistical significance at the .01 level, respectively. All variables together predicted 45.80 % of the organizational citizenship behavior as shown in Figure 3.

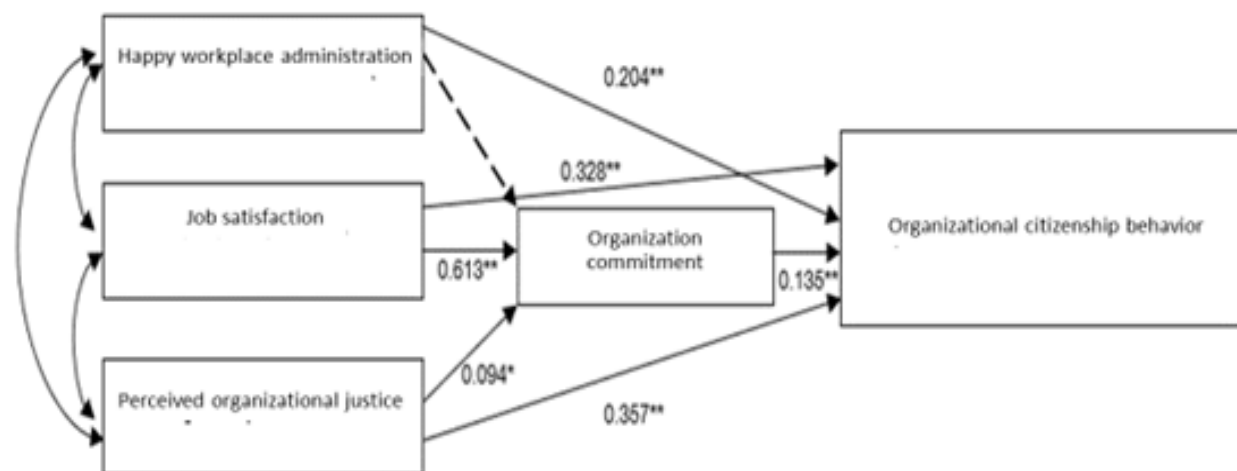


Figure 3 Model of organizational citizenship behavior in the Office of the Permanent Secretary, Prime Minister's Office

This information was obtained from interviews with key informants. The data from survey confirmed that the factor that is important to the organizational citizenship behavior is the perceived organizational justice which is seen as *“the most important because justice is a matter of making everyone know whether they are valuable or not, no matter what level is. If accepted, treating fairly will allow you to continue working in the organization.”* The concrete actions are such as *“The promotions and rotation will be important morale. Therefore, whether to promote or transfer, if there is a lack of justice, it will result in a loss of morale at work.”* Therefore, policy recommendations for developing organizational citizenship behavior in the Office of the Permanent Secretary, Prime Minister's Office, are based on an important principle, which is justice. This justice can be divided into 3 elements; 1) Transparency:

policies that will be established must be clear, straightforward, and have disclosure of their origins. Such a policy is applied to personnel thoroughly. The personnel should also be involved in determining the policy. 2) Justice means the policy that will be established must be a policy that does not discriminate. Personnel must be treated equally without discrimination or favoritism. 3) Accountability means that various policies must have clear objectives with the way to measure it. This includes the evaluation of various policies concretely. The representatives of personnel from the Office of the Permanent Secretary, Prime Minister's Office, should be selected to join the committee or participate in examining the results of such policy.

Conclusion and Discussion

In conclusion, personnel of the Office of the Permanent Secretary, Prime Minister's Office, have job satisfaction, perceived organizational justice, organization commitment, and organizational citizenship behavior overall at the high level. Only the happy workplace administration is at a moderate level. The results of data analysis in this case revealed that the happy workplace administration had no indirect influence on the organizational citizenship behavior through the organization commitment. This is contrary to the results of studies by Fisher (2010), Luecha & Yoongtomg (2017), and Zhao & Pan (2019). However, it is still a factor that is related to job satisfaction and perceived organizational justice as well as having a direct influence on organizational citizenship behavior. This is consistent with the results of studies by many academics and researchers such as Agustina et al. (2020), Akçakanat (2020), Wimalanga & Kaluarachchige (2020), Kittinorarat (2022), Al-shami et al. (2023), and Kamalan & Sutha (2017). Thus, various organizations, especially the Office of the Permanent Secretary, Prime Minister's Office, are necessary to give more importance to it.

For the results of data analysis that was found and confirmed that happy workplace administration, job satisfaction, perceived organizational justice and organization commitment are factors that directly influence the organizational citizenship behavior, they were consistent with the results of studies by Nadiri & Tanova (2010), Tantitumrongwut et al. (2016), Tharikh et al. (2016), Teresa et al. (2020), Na-nan et al. (2021), Shimamura et al. (2021), Sananuamengthaisong (2022), and Jantasang (2023). Job satisfaction and perceived organizational justice are the factors that have indirect influence on organizational citizenship behavior through the organization commitment. This is consistent with Zeinabadi (2010), Sangperm (2018), Nakro & Iamsupasit (2020), Essien & Ogunola (2020), and Rahman & Karim (2022) reminding of the importance of all 3 factors in promoting or reinforcing organizational citizenship behavior. This will become the operational results and efficiency of both personnel and the organization entirely.

However, as this research is a government agency and specific to the government officials only, the results of this research may have limitations in being generalizable to other types of government agencies, especially private sector agencies which have rather different context. The future research thus may be considered to conduct a comparative study between different types of government agencies. A comparison can be made between government agencies and the private sector to see similarities and/or differences which may be due to the different types and characteristics of agencies as well.

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Data Availability Statement: The raw data supporting the conclusions of this article will be made available by the authors, without undue reservation.

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