



## International Journal of Applied Business and Economic Research

ISSN : 0972-7302

available at <http://www.serialsjournals.com>

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Volume 15 • Number 22 (Part 2) • 2017

# Causal Model of Transformational Leadership Influencing Organization Engagement and Organizational Citizenship Behavior of the Employees in Academic Fields of the “Knowledge Market” Type of Universities in Thailand

Ekkasit Sanamthong<sup>1</sup>, Khahan Na-Nan<sup>2</sup>, Jamnean Joungtrakul<sup>3</sup> and Auemporn Dhienhirun<sup>4</sup>

<sup>1</sup>Correspondence author, Faculty of Human Resource Development, Ramkhambeang University, Thailand. Email: [ekkasit\\_san@ru.ac.th](mailto:ekkasit_san@ru.ac.th)

<sup>2</sup>Faculty of Business Administration, Rajamangala University of Technology Thanyaburi, Pathum Thani, Thailand

<sup>3</sup>College of Social Sciences, Far East University, South Korea

<sup>4</sup>Faculty of Management Science, Bansomdejchaopraya Rajabhat University, Bangkok, Thailand

### ABSTRACT

This research aimed to (1) study the level of transformational leadership, organizational engagement, and positive behavior to the organization of the employees in academic field of the knowledge market type of universities in Thailand, and (3) study both direct and indirect influence on transformational leadership, organizational engagement, and positive behavior to the organization of the employees in academic field of the knowledge market type of universities in Thailand. The 328 sampling sizes of this research were from the employees in academic field of the knowledge market type of universities in Thailand. The questionnaire having content validity was used. The index of consistency between questions and objectives was between 0.6 - 1, and the confidence was at 0.985. The statistics used for testing included average, correlation coefficient, and analysis of direct and indirect influence, and consistency validation of the model created by the researcher with empirical information by analyzing the model for structural equation.

The research result found that the transformational leadership consisted of four variables with the average between 4.00 – 4.07. The organizational engagement consisted of three variables with the average between 3.86 – 4.09. Whereas, the factors on positive behaviors of being corporate citizenship consisted of five variables with the average between 4.08 – 4.16. The test result on relationship showed that the correlation coefficient among all variables was between .311 – .800 and all were positive. This showed the same direction

of relationship. As for the causal relationship model, the model was consistent with the empirical information by considering from the test result. Chi-square has no statistical significance at .05, and Chi-square degree of independence was less than 2 ( $\chi^2 = 42.56$ ,  $df = 30$ ,  $P\text{-value} = .06$ ). The Root Mean Square Error of Approximation (RMSEA) was .036, and the Root Mean Square Residual (RMR) was .006. The Goodness of Fit Index (GFI) was .980, and the Adjust Goodness of Fit Index (AGFI) was .947.

The summary of this analysis showed that all indices validating the consistency were in accordance with specified criteria. The analysis result on direct and indirect influence, overall influence on transformational leadership, organizational engagement, and positive behavior of being corporate citizenship to the organization were directly influenced by the variables of transformational leadership with statistical significance at .001.

**Keywords:** Transformational leadership organizational engagement positive behavior of being corporate citizenship to the organization.

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## 1. INTRODUCTION

Today's business faces ever fiercer competition. Subsequently, all organizations are impacted in numerous dimensions. Rapid changes also occur in the social environment derived from the changing social and economic environments. The world has moved to the Knowledge Economy. Organizations face fiercer and more equal competition. Therefore, they have to formulate competitive strategies, especially Human Resource Management and Development. It is believed that the development of the organization's "Human Resource" is comparable to the development of the important part of the organization's capital called "Human Capital". Human Capital can enhance tremendous value creation and competitive advantage for the organization. It also serves as the guideline to formulate the roles, responsibilities, and processes related to the organization's employees to provide the organization with effectiveness and efficiency in using the employees and manage various abilities of the human resources in the organization to meet the organization's objectives (Ekkasit Sanamthong, 2015; Na-Nan, Chaiprasit, & Pukkeeree, 2017a).

Therefore, human resources are valuable resources that organizations should develop and maintain especially "higher education institutions" which are main organizations that produce graduates with sufficient quality, knowledge, and ability to meet the demand of the labor market. The ability of each higher education institution to fully produce graduates depends on the "lecturers of higher education institutions". Higher education institutions are organizations that produce human resources to serve the society on a continuous basis. Apart from capital and location, the main composition of higher education institutions is human resources. However, in higher education institutions, employees in the education field are constantly transferred, moved, or changed. The institutions provide higher education in various academic fields and high vocational certificates and grant certificates, diplomas, and degrees to graduates at different levels, including B.A., M.A., and PhD, as well as research and academic services to the society. Thailand's higher education started during the reign of King Rama V who founded the law, the medical, and the silk schools, as well as the page school but did not provide degree level. Nowadays, the management of the country's higher education is under the supervision of the Office of the Higher Education Commission, Ministry of Education, with 173 higher education institutions under its supervision nationwide (Office of the Higher Education Commission, 2016) and divided into four types namely (1) Government higher education institutions (2) Higher education institutions under the government's supervision (3) Private higher education institutions and (4) Community colleges. Thailand's higher education institutions are divided into two types

namely (1) Closed higher education institutions and (2) Open higher education institutions. In Thailand, there are only two open higher education institutions namely “Sukhothai Thammathirat Open University” and “Ramkhamhaeng University”. The two universities have different education management. “Sukhothai Thammathirat Open University” admits students without selection examination, with no limitation of the number of students, and provides long-distance education. “Ramkhamhaeng University” admits students without selection examination, and with no limitation of the number of students as well. But it provides normal classroom courses similarly to universities in normal system, but with no compulsory attendance. Ramkhamhaeng University is a public university established as the only academic and research institute of the type “knowledge market” in Thailand which is not an “open university”. Later, the 2<sup>nd</sup> Civil Servants in Higher Education Institutes Act B.E. 2551 (2008) officially stipulated university employees in terms of the public higher education institutions in Thailand. “Employees in higher education institutions” means employees hired on contract to work in higher education institutions, paid in compensation by the government budget or income of each university under the regulation of the management of the university. Each university has different methods. However, during the time of change, many structures lacked clarity in managing university employees. The government also did not require public universities to leave the system immediately but provided the opportunity for them to prepare themselves before leaving the system. Therefore, currently, universities manage two systems in parallel namely government officials in higher education institutions and newly appointed university employees (Utumporn Jamornmann, 1999). According to the study of Thanom Intarakumnerd (2010), statistically the public universities and the universities under the supervision of the government faced the shortage of university employees in academic fields. In some public universities and the universities under the supervision of the government, the ratio of regular work charges of lecturers per students did not align with the guarantee criteria of education quality. The shortage of university employees in academic fields affected the working efficiency as target set up by each university. Saran Pimthong’s study (2013) examined the reasons influencing the existence in organization of university employees in academic fields in Thailand. The study findings revealed that work satisfaction variable had direct influence on organization engagement. Both work satisfaction and organization engagement variables had direct influence on the existence in organization of university employees in academic fields. Organization engagement had positive influence on the existence in organization of university employees in academic fields as well, meaning organizational citizenship behavior. Moreover, appropriate human resource management of each university would enhance work satisfaction and organization engagement.

The related concepts, theories, and research works indicated the importance of factors of transformational leadership, organization engagement, and organizational citizenship behavior that affected the increased efficiency of work performance of employees in academic fields in higher education institutions. Therefore, this research focused on transformational leadership that influenced organization engagement, and organizational citizenship behavior of university employees in academic fields of the “knowledge market” type of universities in Thailand. It represented the relationship of transformational leadership that influenced organization engagement, and organizational citizenship behavior, as well as strengthened the factors allowing the employees of the knowledge market type of universities to express their organizational citizenship behavior on a continuous basis and resulted in existence, efficiency, and effectiveness in performing work and behavior of employees in academic fields of the knowledge market type of universities in Thailand.

## Objectives

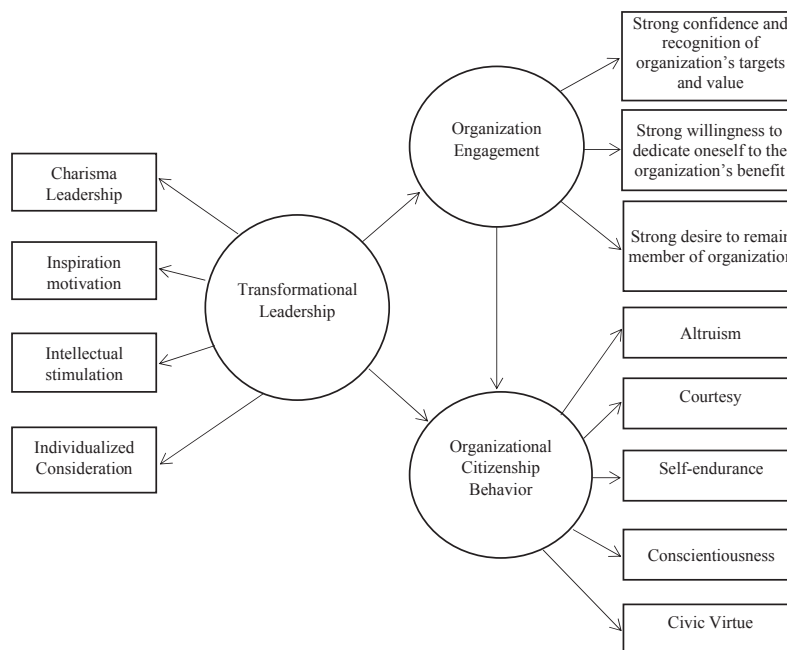
1. Study the level of transformational leadership, organization engagement, and organizational citizenship behavior of employees in academic fields in the knowledge market type of universities in Thailand
2. Study the relationship between transformational leadership, organization engagement, and organizational citizenship behavior of employees in academic fields of the knowledge market type of universities in Thailand
3. Study the direct and indirect influences of transformational leadership, organization engagement, and organizational citizenship behavior on employees in academic fields of the knowledge market type of universities in Thailand

## Assumptions of Research

1. Factors of transformational leadership and organization engagement were related to organizational citizenship behavior of employees in academic fields of the knowledge market type of universities in Thailand.
2. Factor of transformational leadership had direct influence on factors of organization engagement and of organizational citizenship behavior and indirect influence on factor of organizational citizenship behavior of employees in academic fields of the knowledge market type of universities in Thailand through factor of organization engagement

## Conceptual Framework of Research

This research devised the conceptual framework according to three variables as follows:



**Figure 1: Conceptual Framework of Research**

## **2. RELATED CONCEPT, THEORIES, AND LITERATURE**

### **Theory of Transformational Leadership**

Transformational Leadership (TL) is a process that a leader has influence over colleagues in an organization by seeking to transform them into better colleagues, equip them with more potential, and make them aware of their own duty. The leader who acts as a role model for followers will be respected, held in esteem and confidence, and make others proud to work with him as it is the process whereby the leader tries to change the followers' efforts for the better. The transformational leadership based on the concept of Bass (1985, 9-26) which shows the process whereby the leader has influence over colleagues or followers will be conducted through four aspects of behavior compositions as follows:

1. Charisma Leadership (CL) means a leader who acts as a role model to followers. The leader will be respected, reliable, and makes followers proud when work under him. The followers will try to behave like the leader and will want to copy him. The leader must have vision and transfer it to followers. The leader must control his feeling in critical situations. He is reliable to do right things. He must be highly moralistic and ethical. The leader must avoid using power for personal gain. He must behave for the good of others and of the group. He must be smart, able, confident in himself, steadfast in his ideology, belief, and value. The leader will inject pride, loyalty, and confidence of followers and make followers be in solidarity with him through the common vision and objectives to reach the set targets.
2. Inspiration Motivation (IM) means the leader will behave in such a way that will inspire followers, by inspiring the meaning and challenges at work of followers, stimulating team spirit, by active expression, good attitude, positive thinking, allowing the followers to envision the beautiful picture of the future. The leader will clearly create and communicate hope. The leader will dedicate himself or commit himself to the common objectives and vision. He will demonstrate confidence and strong intention to meet the target. He will make followers overlook self- interest for the organization's vision and mission. The leader will help followers to develop their commitment towards the long-term target. Often, inspiration emerges through individualized consideration and intellectual stimulation so that the followers can handle their own obstacles and enhance their creativity.
3. Intellectual Stimulation (SL) means the leader stimulates the followers to recognize problems in the organization. The followers are stimulated to seek new ways to solve problems in the organization, find better solutions, create novelty and creativity. The leader has systematic thinking and problem solving, creativity, assumptions for reframing. The leader tries to solve old problems with new methods, using stimulation and support of new initiatives to solve problems. The leader stimulates the followers to solve old problems with new methods as well, express their ideas, reasons. The leader does not criticize the followers whose ideas are different from his. The leader makes the followers feel that the problems are challenges and good opportunity to solve them together. The leader will foster confidence to the followers that all problems can be solved although some are full of obstacles. The leader must prove that all obstacles can be overcome through cooperation of all colleagues. The followers are encouraged to ask questions of their own value, belief, and tradition. Intellectual stimulation is an important part of the development of the ability of the followers to recognize the problems and solve them themselves.

4. Individualized Consideration (IC) means the leader has a relationship as a leader, by individually taking care of each follower and making the followers feel valuable and important. The leader will be Coach and Advisor of each follower to develop each of them. The leader will take special care of individual follower's needs and growth. The leader will develop the potential of the followers and colleagues. Moreover, the leader will provide the opportunity for the followers to learn new things.

### **Theory of Organization Engagement**

Organization Engagement means employees' good feelings towards their own organization. They are the feelings of bonding, expressed by the recognition of the organization's targets, objectives, value, and attitude, ready to fully dedicate themselves in their work (Na-Nan, Sanamthong & Sulong, 2015). The concept of Steer and Porter (1983: 426) was a factor used to study the part of organization engagement with three specific features as follows:

1. Strong confidence and recognition of the organization's target and value (Confidence: CON). It is the feature of the people who have positive attitude towards their organization. They are truly attached to the organization's value and targets, ready to support the organization's activities which are their own targets as they believe that theirs is the best organization that they are proud to be part of.
2. Willingness to dedicate themselves for the organization's benefit (Willingness: WI). It is the feature that employees are willing to dedicate themselves to work to their utmost ability so that their organization will succeed and meet the target, benefitting the organization and caring for the organization.
3. Strong desire to maintain the Organization's Membership (OM). It is the feature that the employees express their desire and intention to work in an organization for a long time, loyalty to the organization, pride as part of the organization, and ready to tell others that they are members of the organization, feelings that they are part of the organization, support to better the organization.

### **Organizational Citizenship Behavior**

Organizational Citizenship Behavior (OCB) is the behavior of each individual in consideration and decision of action by his own free will. The behavior does not have direct impact on reward. Nor does the organization clearly determine that the behavior will be officially rewarded. But the behavior will encourage efficiency in performing work for the organization. Organ (1988) and Podsakoff, MacKenzie, Moorman and Fetter (1990) divided the composition of OCB into five dimensions as follows:

1. Altruism (al) is the behavior from the decision to act at the employees' free will, in helping others to solve work-related problems.
2. Courtesy (cou) is the behavior that people decide to act to avoid the problems of working with others. They take into account the impact on others due to their action. They also constantly recognize individual rights.

3. Self-Endurance (se) is the behavior of sportsmanship, willingness of employees to endure situations, without expressing dissatisfaction such as avoidance of complaint, critics, or slanders of others, without exaggeration.
4. Conscientiousness (cons) is the behavior from decision-making of the employees' free will to satisfy the minimum requirement of the organization such as attention in performing work, compliance with the organization's regulations, use of time during break, and other work-related behavior, etc.
5. Civic Virtue (cv) is the behavior of the employees expressed in participation in the organization's activities concerning work or existence of the organization.

### **3. METHODOLOGY**

#### **Research Population and Sample Group**

The population used in this research consisted of 352 employees in academic fields of the knowledge market type of universities in Thailand (Administrative Affairs Division, Ram Khamhaeng University, as per 1 October 2015). The size of the sample groups in this research was defined because the information analysis used the Structural Equation Model. The structure needed to use large sample groups that Steven (1986) specified that the ratio of sample unit per parameter should be 20 sample groups per one parameter. There were 15 parameters used in this research. Therefore, there were 300 appropriate sample groups. To avoid the shortage of the collection of sample groups, the researcher collected the sample groups according to the real population of 352 people. Based on survey, 24 samples were lost. The researcher managed to collect real samples of 328 samples which was the appropriate size of sample groups because it was aligned with the ratio of sample units per parameter.

#### **Analysis and Interpretation of the Research**

On the analysis and interpretation of this research, the researcher determined the guideline to analyze information and use of related statistics as follows:

1. Descriptive Statistics used Percentage to describe the general information of the respondents of the survey relating to personal information such as gender, age, education level, income, work experience
2. Descriptive Statistics used Percentage and Standard Deviation to interpret the information. The three parts of the questions consisted of questions on transformational leadership influencing the organization, questions on engagement, and questions on the organizational citizenship behavior in performing work. In the survey, the scores consisted of five levels.
3. Inferential Statistics were statistics that focused on study and description of different features of the target population group by compiling information from the population group, using Pearson Correlation Product Moment to describe the relationship of each variable, Confirm factor analysis to confirm the composition of each variable according to the structure of concept or theory that is studied before analyzing the influence, and Structural Equation Model to study the direct and

indirect influences of the variables, as well as joint forecast of the independent variable on the dependent variable.

#### 4. RESEARCH FINDINGS

The research findings were divided into four parts as follows:

**Part 1 Analysis findings of personal information of employees in academic fields of the knowledge market type of universities in Thailand** revealed that most employees in academic fields of the knowledge market type of universities in Thailand were male, 67.4 percent, aged between 31-40 years of age, 61.6 percent, single, 57.0 percent, 3-5 years of work experience, 52.1 percent, attachment to Education Department, 19.8 percent, income between 25,001-35,000 baht, 62.2 percent, position hired as university employees (financial budget), 78.0 percent, and mostly lecturers, 93.6 percent.

**Part 2 Analysis findings of transformational leadership, organization engagement, and organizational citizenship behavior of employees in academic fields of the knowledge market type of universities in Thailand** revealed the following:

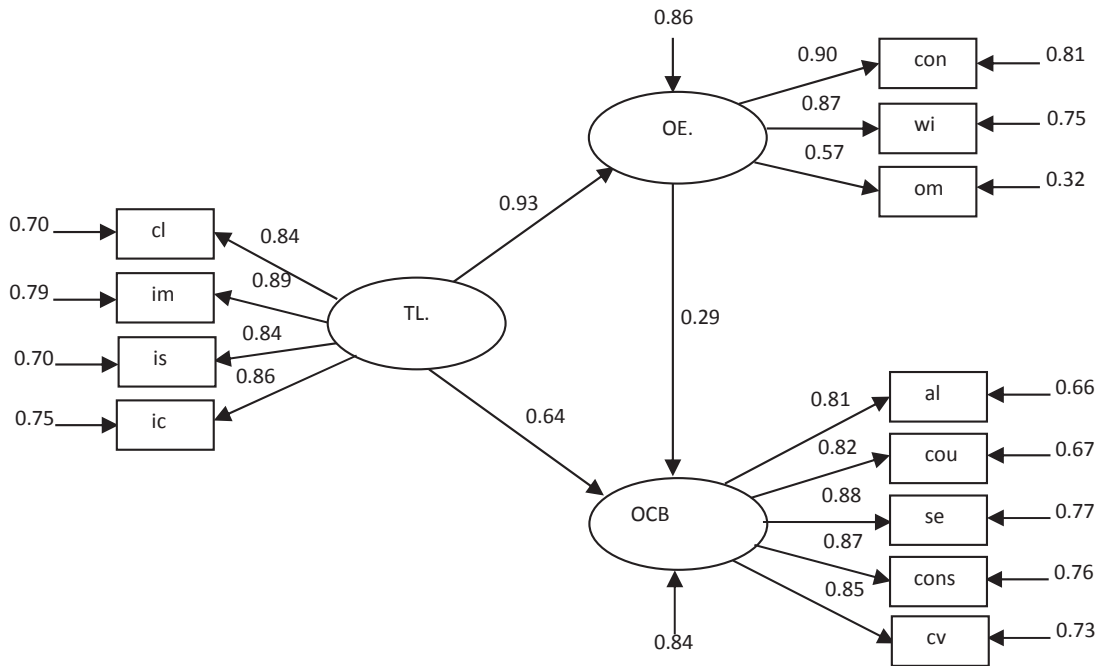
**Variables of transformational leadership** revealed that overall the transformational leadership of the employees in academic fields of the knowledge market type of universities in Thailand was on the average at high level with the average of 4.03. The consideration of each dimension revealed that individualized consideration, charisma leadership, intellectual stimulation, inspiration motivation were all at high level with the average of 4.07, 4.02, 4.01, and 4.00 respectively. All compositions of transformational leadership had Standard Deviations between .57, .61, variances between .33 – .37, and positive and negative skewness. Transformational leadership with positive skewness included inspiration motivation with .04. It signified that most employees in academic fields of the knowledge market type of universities in Thailand had transformational leadership in inspiration motivation lower than the average. Individualized consideration, intellectual stimulation, and charisma leadership had negative skewness of  $-.27$ ,  $-.12$ , and  $-.06$  respectively. It signified that most employees in academic fields of the knowledge market type of universities in Thailand had transformational leadership higher than the average. The kurtosis were all negative between  $-.16$  to  $-.64$ . It signified that the distribution of information was low curve.

**Variables of Organization Engagement** revealed that overall the organization engagement of employees in academic fields of the knowledge market type of universities in Thailand was on the average at high level with the average of 4.05. The consideration of each dimension revealed that strong dedication for the organization's benefit, strong confidence and recognition of the organization's target and value, strong desire to remain the organization's member were all at high level with the average of 4.09, 4.08, and 3.86 respectively. All compositions of organization engagement had Standard Deviations between .61-.79, variances between .37-.62, all negative values of skewness between  $-.13$  to  $-.26$ . It signified that the organization engagement of most employees in academic fields in the knowledge market type of universities in Thailand was higher than the average. All negative kurtosis were between  $-.39$  to  $-.83$ . It signified that the distribution of information was low curve.

**Variables of Organizational Citizenship Behavior** revealed that overall the organizational citizenship behavior of the employees in academic fields of the knowledge market type of universities in Thailand was on the average at high level with the average of 4.12. The consideration of each dimension



revealed that conscientiousness, civic virtue, altruism, courtesy, and self-endurance were all at high level with the average of 4.16, 4.14, 4.12, 4.11, and 4.08 respectively. All compositions of organizational citizenship behavior had Standard Deviations between .60-.65, variances between .36 – .43, all negative values of skewness between –.12 to –.45. It signified that the organizational citizenship behavior of most employees in academic fields of the knowledge market type of universities in Thailand was higher than the average. The kurtosis had both positive and negative values. Positive values of kurtosis was conscientiousness with .08 signifying that the distribution of information was higher curve than normal. The negative values of kurtosis included courtesy, civic virtue, altruism, and self-endurance which were –.60, –.57, –.48, and –.24 respectively, signifying that the distribution of information was low curve.



$\chi^2 = 262.13, df = 51, P\text{-value} = .000, RMSEA = .113, GFI = .881, *p < .05$

**Figure 2: Analysis Findings of the Causal Relationship Model of Transformational Leadership (before modification of the model)**

*Source: From the analysis of structural equation of the causal relationship model of transformational leadership (before modification of the model)*

**Part 3 Analysis Findings of the Relationship between Variables of Transformational Leadership, Organization Engagement, and Organizational Citizenship Behavior of Employees in Academic Fields of the Knowledge Market Type of Universities in Thailand** The analysis of Pearson’s product moment correlation coefficient revealed that overall the latent variables of correlation coefficient was between .804-.845 with positive value, signifying the same direction of relationship. The pair with the highest correlation coefficient was transformational leadership and organizational citizenship behavior. In consideration of all 12 observed variables, the pairs of the top three highest correlation coefficient included self-endurance with conscientiousness, conscientiousness with civic virtue, individualized consideration with conscientiousness, and strong dedication for the organization’s benefit with conscientiousness with the correlation coefficient of .800, .790, and .783 respectively (the last two pairs having the same value), with all positive values, signifying the same direction of relationship.

**Part 4 Study Findings of Direct and Indirect Influences of Transformational Leadership, Organization Engagement, and Organizational Citizenship Behavior of Employees in Academic Fields of the Knowledge Market Type of Universities in Thailand.** The analysis of Structural Equation Model (SEM) using computer program to monitor the consistency of the information and the variables in each dimension in the hypothetical models set at three dimensions namely transformational leadership, organization engagement, and organizational citizenship behavior. The analysis findings are shown in Figure 2.

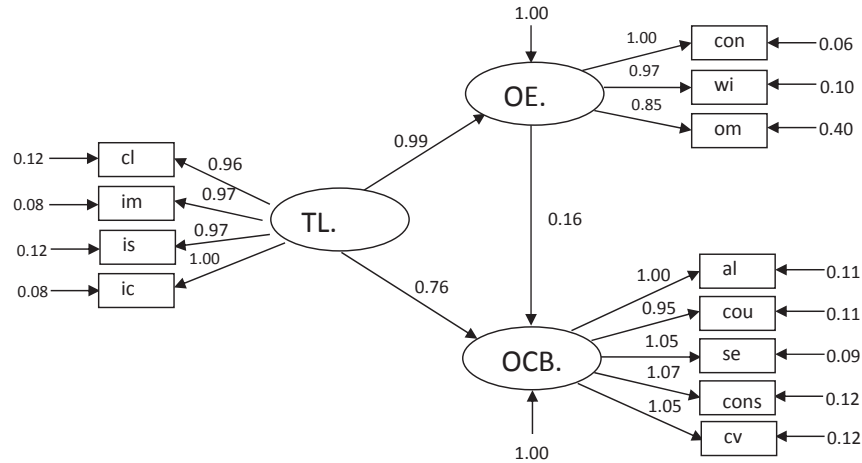
From Figure 2, the consideration of measurement model revealed that all observed variables could replace latent variables. The weight of the composition of all observed variables had the statistical significance at .05. The latent variables of transformational leadership had the weight of the composition of the observed variables between .84 – .89. The latent variables of organization engagement had the weight of the composition of the observed variables between .57 – .90. The latent variables of organizational citizenship behavior had the weight of the composition of the observed variables between .81 – .88. The findings of the analysis revealed that all observed variables had the weight of the composition at the acceptable level (criteria of over .30). The findings of the analysis of the causal relationship model of transformational leadership before the modification of the model appeared in Table 1.

**Table 1**  
**Index of Consistency of the Model and Empirical Information**  
**(Prior to Modification of the Model)**

<i>Index</i>	<i>Criteria</i>	<i>Statistics from Analysis</i>	<i>Test results</i>
Chi-square/df	< 2	262.13/51=5.134	Failed the criteria
P-value of $\chi^2$	> .05	.00	Failed the criteria
RMSEA	< .05	.113	Failed the criteria
RMR	< .05	.015	Passed the criteria
GFI	≥ .90	.88	Failed the criteria
AGFI	≥ .90	.81	Failed the criteria

From Table 1, the results of the analysis of the consistency of the causal relationship model of transformational leadership (prior to the modification of the model) found that the Chi-square of the model had statistical significance at .05 and the Chi-square per degree of independence of over 2 which was not in line with the criteria ( $\chi^2 = 262.13$ ,  $df = 51$ , P-value = .00). The Root Mean Square Error of Approximation (RMSEA) equaled .113, higher than the criteria. The Goodness of Fit Index (GFI) equaled .88. The Adjusted Goodness of Fit Index (AGFI) equaled .81. The conclusion was that the causal relationship model of transformational leadership was not aligned with empirical information.

The findings of the analysis of the structural equation of the causal relationship model of transformational leadership were not aligned with empirical information. Therefore, the researcher modified the structural equation according to the modification index which would modify only the error relationship without modifying the parameter which was the main matrix of the model that connected each of the variable because it was not aligned with the conceptual framework and theory. The analysis of the information after the modification of the new structural equation was illustrated in Figure 3.



$\chi^2 = 42.56, df = 30, P\text{-value} = .06, RMSEA = .036, RMR = .006, GFI = .980, AGFI = .947, *p < .05$

Figure 3: Result of the analysis of the causal relationship model (After modification of the model)

Source: Analysis of the structural equation of the causal relationship model (After modification of the model)

The findings of the analysis of the causal relationship model of the organizational citizenship behavior of the employees in human resource department after modification of the model were shown in Table 2.

**Table 2**  
**Index of Consistency of the Model and Empirical Information (After Modification of the Model)**

Index	Criteria	Statistics from analysis	Test results
Chi-square/df	< 2	42.56/30 = 1.419	Passed the criteria
P-value of $\chi^2$	> .05	.06	Passed the criteria
RMSEA	< .05	.036	Passed the criteria
RMR	< .05	.006	Passed the criteria
GFI	≥ .90	.980	Passed the criteria
AGFI	≥ .90	.947	Passed the criteria

From Table 2, the findings of the analysis of the causal relationship model of transformational leadership after modification of the model revealed that the model was aligned with empirical information. The result of the Chi-square test had no statistical significance at .05 and the Chi-square statistics per degree of independence was lower than 2 ( $\chi^2 = 42.56, df = 30, P\text{-value} = .06$ ). The Root Mean Square Error of Approximation (RMSEA) equaled .036. The Root Mean Square Residual (RMR) equaled .006. The Goodness of Fit Index (GFI) equaled .980. The Adjusted Goodness of Fit Index (AGFI) equaled .947. The findings of the analysis were summarized that all indexes of consistency were in accordance with the criteria.

**Table 3**  
**Analysis of Direct and Indirect Influences on Transformational Leadership, Organization Engagement, and Organizational Citizenship Behavior**

Dependent variable	OE			OCB		
Independent variable	DE	IE	TE	DE	IE	TE
TL	.99	.92	1.91	.76	.76	1.52
OE	–	–	–	.16	.17	0.33

From Table 3, the analysis of the direct and indirect influences on Transformational Leadership, Organization Engagement, and Organizational Citizenship Behavior of the employees in academic fields of the knowledge market type of universities in Thailand revealed that organization engagement and organizational citizenship behavior were directly influenced by the variable of transformational leadership with statistical significance at .001.

## 5. DISCUSSIONS

The results of the analysis of the “Causal Model of Transformational Leadership Influencing Organization Engagement and Organizational Citizenship Behavior of Employees in Academic Fields of the Knowledge Market Type of Universities in Thailand” had the following objectives:

1. The levels of transformational leadership, organization engagement, and organizational citizenship behavior of employees in the academic fields of the knowledge market type of universities in Thailand were (1) Transformational leadership of employees in academic fields of the knowledge market type of universities in Thailand on individualized consideration, charisma leadership, intellectual stimulation, and inspiration motivation were all at high level, in accordance with Pornpanod Pokkrong’s study (2015). The study findings revealed that for transformational leadership, the causal relationship illustrated the influence of transformational leadership on work performance through the variables of work satisfaction and organization engagement of employees at the Office of the Registrar in public universities. The testing of the validity of causal relationship revealed that it corresponded to empirical information with relatively high indirect, positive influences. It also corresponded to Attavit Chuenjit’s research (2014). The study findings revealed that transformational leadership on intellectual stimulation and individualized consideration affected work performance of the employees in a Generation Y private company in Bangkok. The findings of the two research works were in line with the concept of Bass (1985) that had influence on transformational leadership which was a process that changed the efforts of the employees in the organization for the better, with efficient work performance as expected, and eventual development for higher ability and potential (2) Organization Engagement of employees in academic fields of the knowledge market type of universities in Thailand revealed that the willingness to dedicate oneself for the organization’s benefit, strong confidence and recognition of the organization’s targets and value, strong intention to remain the organization’s member were all at high level. They also corresponded to the concept of Rasheed, Jehanzeb and Resheed (2013) that showed the good organizational citizenship behavior. It was the behavior that employees cooperated with the organization and that was not officially stipulated by the organization. By conducting such behavior, the employees did not seek reward or compensation. Such behavior would greatly enhance the organization’s efficiency and success.
2. The research findings of the relationship of transformational leadership, organization engagement, and organizational citizenship behavior of employees in academic fields of the knowledge market type of universities in Thailand revealed that the correlation coefficient between all variables were in accordance with Pornpanod Pokkrong’s research (2015). The study examined the influences of transformational leadership on work performance through the variables of work satisfaction and organization engagement of the employees at the Office of the Registrar in public universities. The

study findings revealed that the causal relationship illustrated the influence of transformational leadership on work performance through the variables of work satisfaction and organization engagement of the employees at the Office of the Registrar in public universities. The testing of the validity of the causal relationship revealed that it corresponded to empirical information and Atchara Chuen's research (2010). The study on the organization engagement of employees at the operating level at Phranakhon Rajabhat University found that the factors on all dimensions of work were related to the organization engagement with statistical significance. The relationship between personal factors and work factors revealed that gender was related to compensation and welfare with statistical significance. It also corresponded to Maharaj's research (2007) which examined employees' organization engagement through organizational citizenship behavior with 102 sample group of employees of various races working in accounting. The research findings revealed that the engagement had significant relationship with organizational citizenship behavior. It also corresponded to the research of Allameh, Amrir, and Asadi (2011) which examined the sample group working in water supply in Iran. The research findings revealed that engagement was related to organizational citizenship behavior with statistical significance. It was also in accordance with the research of Javadi and Yavarian (2011) which examined the variable of the organization's identity and organization engagement, tested the influence on organizational citizenship behavior, and found that organization engagement had influence on organizational citizenship behavior with statistical significance as well.

3. The direct and indirect influences of transformational leadership, organization engagement, and organizational citizenship behavior of employees in academic fields of the knowledge market type of universities in Thailand revealed that organization engagement and organizational citizenship behavior were directly influenced by transformational leadership with statistical significance. It was in accordance with the concept of Noppawan Kananurak (2009) who presented the article on leadership for efficient organization in operating business in the modern world which would face ever changing environment. The changing environment could be divided into two types namely (1) Continuous Change and (2) Discontinuous Change. It was therefore necessary that organizations must adapt themselves with more flexibility and strengthen themselves to be ready to handle any change. Thus, modern organization should have a leader with (1) Leadership with quality and personal features, based on cautious decision-making, appropriate handling of work situations, development of employees based on actual potential, ability to stimulate and inspire, interest in detail, and core competency management (2) Leadership with excellent potential, simultaneously both leader of oneself and others, leadership incubation for excellent potential at all levels in the organization and (3) Leadership derived from working under virtually real situations with five processes to create leadership derived from working under virtually real situations namely leadership as management, leadership as excellent management, value-oriented leadership, reliable leadership, spiritual leadership. Subsequently, it would be able to manage the organization and human resource to the maximum in order to appropriately handle and respond to changes. It was also in accordance with Kanitha Kaewnaree's research (2013) which dealt with the study on transformational leadership influencing the efficiency and effectiveness of the work of Head of Local Administrative Organization, Lampang Province. The research findings revealed that on the dimensions of inspiration motivation, charisma leadership, intellectual inspiration,

and individualized consideration, the efficiency and effectiveness of the operation of the Local Administrative Organization, Lampang Province, overall was at the high level. The dimensions were in accordance and in the same direction as the organization engagement theory of Steers and Porter. (1983). The theory consisted of (1) Strong confidence and recognition of targets (2) Willingness to dedicate oneself to the organization and (3) Strong desire to remain a member in the organization. It was also in accordance with the concept of organizational citizenship behavior of Organ (1988) Podsakoff, MacKenzie, and Moorman and Fetter (1990) consisting of (1) Altruism (2) Conscientiousness (3) Sportsmanship (4) Courtesy and (5) Civic virtue. It corresponded to the research of Na-Nan and Chalermthanakij, (2012). The study investigated the causal relationship model of the factors influencing employees' organization engagement and work operation. The study findings revealed that work operation was most directly influenced by the factor of organization engagement, followed by organization management, work experience, and personal traits with statistical significance. It corresponded to the research of Na-Nan, Panich, Thipneta and Kulsingh (2016) which studied the influences of the organization's work features and environment, work satisfaction, and organization engagement affecting organizational citizenship behavior of teachers working in Pathumthani Primary Educational Service Area. It was found that organizational citizenship behavior was directly influenced by organization engagement, work features, work satisfaction, and the organization's environment. The personal traits consisted in leadership with excellent potential, with the ability to lead oneself and others.

## **6. APPLICATION OF RESEARCH**

This research could be used as guideline to apply both Theoretical and Practical implications by recommending the following details:

### **Conceptual and Theoretical Applications**

The applications of concepts and theories, including causal model of transformational leadership influencing organization engagement and organizational citizenship behavior of employees in academic fields of the knowledge market type of universities in Thailand, created by the researcher, revealed that the factor with the most direct influence was organization engagement. The factors with indirect influence on organizational citizenship behavior included two factors namely organization engagement and organizational citizenship behavior. The research findings supported the concept and theory of transformational leadership (Bass, 1985), organization engagement (Meyer & Alley, 1997; Meyer, Allen & Smit, 1993; Salancik, 1977; Steer, 1997, Steers & Porter, 1983), and organizational citizenship behavior (Bateman & Organ, 1983; Na-Nan, Joungtrakul, & Dhienhirun, 2018; Na-Nan & Pukkeeree, 2013; Organ et. al., 2006; Organ, 1988; Podsakoff, MacKenzie, Moorman & Fetter, 1990; Smith, Organ & Near, 1983) which conducted study and research and put forward recommendations to effectively and efficiently help explain organizational citizenship behavior. The transformational leadership had direct and indirect relationship and influences on organizational citizenship behavior through the organization engagement factor, proved and confirmed from the causal relationship model and empirical information. If the transformational leadership was promoted and supported by university executives, employees in academic fields would have great attachment to their organization and would lead to organizational citizenship behavior which was higher than standard criteria as set by the university.

The examination of the structural equation of the causal relationship model revealed that it was in accordance with past and present theories and research. Therefore, the factors in the model were highly beneficial to research and understanding of problems or phenomenon of organizational citizenship behavior. Moreover, the research also jointly analyzed the influences of transformational leadership and organization engagement to investigate the influences and collaborative work on organizational citizenship behavior, leading to actual influences and more accurate forecast than past analysis which conducted separate analysis. The research findings provided explanation and understanding for human resource development experts, executives of different levels, scholars, and general public in the issues related to the factors of transformational leadership, organization engagement, and organizational citizenship behavior. Therefore, the theoretical application needed the explanation of the phenomenon of organizational citizenship behavior in various dimensions as organizational citizenship behavior might have related factors at various levels, depending on the environment or policy of each organization as formulated according to the emergence of organizational citizenship behavior (Na-Nan, 2016; Na-Nan, Chaiprasit & Pukkeeree, 2017b).

### **Practical Applications**

The practical applications of the research findings on the causal model of transformational leadership influencing organization engagement and organizational citizenship behavior of employees in academic fields of the knowledge market type of universities in Thailand could be divided into the following issues:

1. The research findings could be used to create methods to promote and support employees in academic fields of the knowledge market type of universities in Thailand to be equipped with transformational leadership to show creative behavior and organizational citizenship behavior. Transformational leadership allowed employees in academic fields of the knowledge market type of universities in Thailand to be attached to their organization, resulting in satisfaction in performing duty and readiness to dedicate body and mind to fulfill work as assigned by the organization, as well as spiritual attachment, and eventually showing organizational citizenship behavior.
2. Universities should recognize and place importance on forging engagement of employees in academic fields of the knowledge market type of universities in Thailand. It was yet another factor that influenced work behavior and organizational citizenship behavior of employees in academic fields of the knowledge market type of universities in Thailand. Therefore, executives and those involved in human resource management and development should formulate the policy to drive and promote employees in academic fields of the knowledge market type of universities in Thailand to recognize set targets, as well as stimulate and promote the employees to dedicate themselves in performing their work to their utmost ability.

## **7. RECOMMENDATIONS**

This research sought and confirmed the theories and phenomena of transformational leadership and organization engagement impacting the organizational citizenship behavior of employees in academic fields of the knowledge market type of universities in Thailand. It would assist the executives of the knowledge market type of universities and similarly related agencies to efficiently and effectively understand the phenomenon of organizational citizenship behavior of employees in academic fields of the knowledge

market type of universities in Thailand. The research findings revealed many factors in the explanation of the phenomenon of organizational citizenship behavior. However, limitations and potential of the researcher or problems and obstacles faced by the researcher could result in the partly answered questions of the research. Therefore, the researcher recommended the guideline for those wishing to study organizational citizenship behavior as follows:

1. The research findings revealed that the model developed by the researcher was only the beginning of the development of theoretical concept. The researcher used the conceptual framework and related theories on organizational citizenship behavior from scholars, researchers, human resource development experts as the framework to create a model which should be further developed and tested in other environments which might have different variables impacting organizational citizenship behavior, as well as allowing the model to more clearly and appropriately explain phenomena.
2. For the findings of this research, the researcher conducted study with employees in academic fields of the knowledge market type of universities in Thailand and did not cover open university such as Sukhothai Thammathirat Open University and other close universities. Therefore, the created model should be tested with other sample groups for accuracy, clarity, and coverage of sample groups in other different contextual features.
3. Study should be conducted to create transformational leadership and develop organization engagement to encourage employees in academic fields of the knowledge market type of universities in Thailand to express organizational citizenship behavior.
4. Management program and human resource management should be studied and developed to create and promote the environment that facilitates transformational leadership and organizational citizenship behavior.

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