



LEADERSHIP AND ORGANIZATIONAL STRUCTURE AFFECTING EMPLOYEES' BEHAVIORS: A STUDY ON JOB SATISFACTION, WORK ENGAGEMENT, AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR OF Y-GENERATION THAIS

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ABSTRACT

The purposes of this research were investigated the important factors of leadership and organizational structure affecting job satisfaction, and examine the effect of job satisfaction on work engagement and organizational citizenship behavior in Thailand operations focusing on Y-generation Thais. The researched population and sample were represented by Y-generation Thais in Bangkok and the metropolitan area. The purposive and convenience sampling method was performed. A total of 400 usable questionnaires were analyzed in this research. Descriptive statistics, correlation analysis, and multiple regression analysis have been employed. The results found that (1) two key factors including leader support and job security had a positive and significant effect on job satisfaction, (2) employees' job satisfaction had a positive and significant influence on work engagement, and (3) job satisfaction significantly affected organizational citizenship behavior. The research suggests that Thailand management level should focus on two crucial factors including leader support and job security for maximizing the employees' job satisfaction. This focus can improve their employees' motivation and productivity. Also, they should focus on the job satisfaction of their employees. It will lead to better work engagement and organizational citizenship behavior in the workplace for increasing the opportunity to have better job performance and corporate achievement.

Keywords: Leadership, Organizational Structure, Job Satisfaction, Work Engagement, Organizational Citizenship Behavior

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I. INTRODUCTION

In the dynamic workplace today, it found that all organizations comprised many generations in the same place. It seems like Y-generation group is the majority group in the workplace and highly contribute the benefits to the organization. Therefore, human resource management will be one of crucial factors for organizational productivity and success. As we know, the high-performance employees are a valuable resource for all organizations to provide the effective results to the workplace. Therefore, all types of any organizations need to create the environment for managing them to drive organizational growth and productivity. Organizational factors like leadership and structure design are important factors for improving corporate performance because that factors influence the employees' attitudes and behaviors. Employees' attitude like job satisfaction is the vital factors for corporate success. According to Robbins and Judge (2017), employees' job satisfaction is defined as "a positive feeling about one's job resulting from an evaluation of its characteristics". Therefore, job satisfaction plays a key role in the organization. It creates high productivity, low turnover, and positive returns (Abdirahman, Najeemdeen, Abidemi, & Ahmad, 2018; Islam, Mahajan, & Datta, 2012; Priya & Sundaram, 2016). Also, Employees' work engagement and citizenship behavior are the important factors for corporate performance and growth. Therefore, firms need to find out what key factors influence job satisfaction, work engagement, and organizational citizenship behavior. This can help the management level and supervisors create a better atmosphere, better job performance and corporate achievement. The objective of this research was to investigate key factors of leadership and organizational structure affecting job satisfaction, and examine the effect of job satisfaction on work engagement and organizational citizenship behavior in the employees of Thailand operations focusing on Y-generation Thais.

2. LITERATURE REVIEWS

2.1. Leader capabilities

Leadership is crucial for the organizational growth and success. It influences on organizational plan, process, resources, and employees. Therefore, leader capabilities are a key factor for moving the organization forwards and build all aspects of the organization for achievement (Al-Jenaibi, 2014; Belias & Koustelios, 2014). The effective leader consists of self-discipline, courage, sensitivity towards others, decisiveness, humility, and integrity (Al-Jenaibi, 2014). Each type of Leadership affects the employees' satisfaction, behavior, and performance. Previous studies found that transformational leadership had an effect on job satisfaction, but transactional leaders did not affect employees' job satisfaction (Asghar & Oino, 2018).

2.2. Leader support

Leadership style and support has influence on employees' attitudes and behaviors like employees' satisfaction and commitment (Tang & Naumann, 2015). Previous studies revealed that leaders in any organizations were tried to improve their communication and relationship with subordinates for better organizational outcomes (Cogliser, Schriesheim, Scandura, & Gardner, 2009). Therefore, leader support is very important to organizational success. Some study concluded that leader support was the predictor of job satisfaction in the organization (Mosadeghrad & Ferdosi, 2013). Previous studies found that leadership like leader support can

influences job satisfaction (Al-Jenaibi, 2014; Belias & Koustelios, 2014). Akdol and Arikboga (2015) concluded that leader support in many aspects had a significant and positive influence on overall job satisfaction at the workplace.

2.3 Job security

Job security was influenced by management decisions in organization (Kwabiah, Hodibert, & Robert, 2016). It is about employees' perception and today employees hope for security in their job (Chatterjee & Chatterjee, 2015). Previous studies showed that there was a significant and positive correlation between job security and job satisfaction (Imran, Majeed, & Ayub, 2015), and also job security had affected job satisfaction (Jandaghi, Mokhles, & Bahrami, 2011). But some studies concluded that job security has no correlation with job satisfaction (Chatterjee & Chatterjee, 2015; Kwabiah, Hodibert, & Robert, 2016).

2.4. Work environment

Organizations are facing the challenges from the dynamic environment both external and internal aspects. Work environment in the workplace is one of the crucial factors for employees' performance and organizational success (Jain & Kaur, 2014; Raziq & Maulabakhsh, 2015). Good work environment can maximize employees' job satisfaction and motivation (Raziq & Maulabakhsh, 2015). Previous studies showed that work environment has an effect on job satisfaction (Agbozo, Owusu, Hoedoafia, & Atakorah, 2017; Jain & Kaur, 2014; Raziq & Maulabakhsh, 2015) and led to employee's productivity (Agbozo, Owusu, Hoedoafia, & Atakorah, 2017; Jain & Kaur, 2014).

2.5. Job satisfaction

Job satisfaction is a positive emotional condition of employees to their working (Belias & Koustelios, 2014). High job satisfaction is an important factor for employees' positive attitudes, innovation development, and high performance at the organization (Akdol & Arikboga, 2015). Previous studies revealed that job satisfaction was the key factors for organizational productivity and success (Abdirahman, Najeemdeen, Abidemi, & Ahmad, 2018; Bongga & Susanty, 2018; Giritli, Sertyesilisik, & Horman, 2013). It leads to better performance, lower employee turnover rate, and generate positive outcomes (Priya & Sundaram, 2016; Triwahyuni & Ekowati, 2017). Employees who work with higher job satisfaction will have a positive feeling about their job (Islam, Mahajan, & Datta, 2012). Some study pointed out that job satisfaction had a positive influence on work engagement (Garg, Dar, & Mishra, 2017). Also, job satisfaction positively affected organizational citizenship behavior (Foote & Tang, 2008; Yasa & Suandra, 2017).

2.6. Work engagement

Work engagement is related with individual behavior and their performance. It involves the emotional aspects of employees in the organization and leads the employees' behavior to work for the organization outcomes (Garg, Dar, & Mishra, 2017). Many companies measure their productivity in term of work engagement. Because when it has the engaged employees in the workplace, the employees will have the involvement towards organization and their jobs (Das & Dash, 2015). Many factors affecting work engagement at the workplace like job satisfaction. It is one of the crucial factors that influence the work engagement (Garg, Dar, & Mishra, 2017).

2.7. Organizational citizenship behavior

Organizational citizenship behavior (OCB) is defined as voluntary behavior of employees in organization (Yasa & Suandra, 2017). It is about the employees who provide the flexibility

needed to work for the organization. Previous studies revealed that OCB comprised five aspects including volunteering for activities beyond a person’s formal expectations, persistence of enthusiasm, assistance to others, following rules and procedures, and openly espousing and defending organization objectives (Foote & Tang, 2008). But some studies defined OCB consisted of 4 dimensions including interpersonal helping, individual initiative, personal industry, and loyal boosterism (Arif & Chohan, 2012).

3. CONCEPTUAL FRAMEWORK

This study aimed to examine key factors of leadership and organizational structure affecting job satisfaction, and proved the effect of job satisfaction on work engagement and organizational citizenship behavior in the Y-generation Thais. The conceptual framework of the research showed in Figure 1.

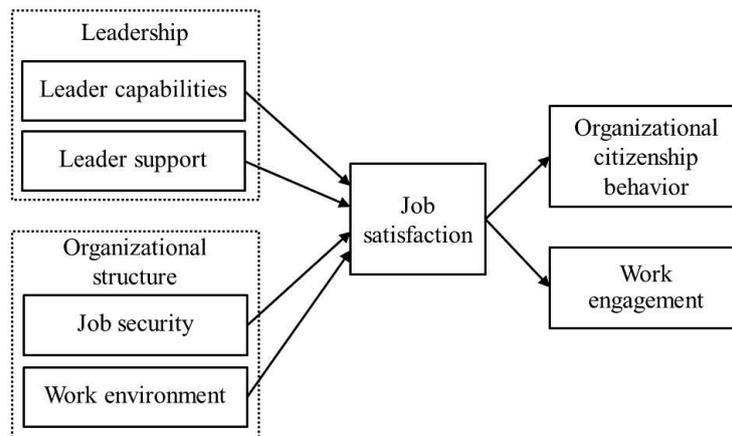


Figure 1 Conceptual framework

5. RESEARCH METHODOLOGY

The population of this research was Y-generation employees. The author focused on Bangkok and the metropolitan area affecting Thailand economics and social development. As the targeted population could not be determined, the study used Cochran’s formula for the optimal sample number (Cochran, 1977). At the confidence level and error term of 95% and 5 %, respectively, the calculated sample size was 385. The questionnaire comprised 7 key variables including leader support (SUPPORT), leader capabilities (CAPA), job security (SECUR), work environment (ENVI), job satisfaction (SATIS), work engagement (ENGAGE), and organizational citizenship behavior (OCB). The author developed the questionnaires from previous studies. It comprised 39 items from 7 key variables. And this research used the 5-Likert type scale ranging 1-5 (from 1 = strongly disagree to 5 = strongly agree) for all items of the questionnaire. For content validity, the questionnaire was checked by 3 experts. It found that the Item Objective Congruence (IOC) values of all items were between .67 – 1.00. Therefore, the questionnaire was appropriate to use (Hair, et al., 2014). And the author did the pilot test with 30 persons for the reliability of the questionnaire. By using The Cronbach’s alpha statistic to reflect the reliability, it found that the result was .85. This indicated that there was acceptable reliability. The data of the study were collected by the structured questionnaire by the purposive and convenience sampling method. For statistical analysis of this research, the author analyzed descriptive statistics, correlation analysis, and multiple regression analysis with the stepwise method to examine the key factors that affect the job satisfaction and evaluated job satisfaction affecting work engagement and OCB.

The equations of this study were:

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$$\text{SATIS} = \beta_1 + \beta_4 \text{SUPPORT} + \beta_5 \text{CAPA} + \beta_6 \text{SECUR} + \beta_7 \text{ENVI} + \varepsilon \quad [1]$$

$$\text{ENGAGE} = \beta_2 + \beta_8 \text{SATIS} + \varepsilon \quad [2]$$

$$\text{OCB} = \beta_3 + \beta_9 \text{SATIS} + \varepsilon \quad [3]$$

Where SATIS = Job satisfaction

SUPPORT = Leader support

CAPA = Leader capabilities

SECUR = Job security

ENVI = Work environment

ENGAGE = Work engagement

OCB = Organizational citizenship behavior,

β_i = constant; $i = 1-3$,

β_j = the regression coefficient; $j = 4-9$.

5. RESEARCH RESULTS

A total of 400 usable questionnaires were used for statistical analysis. The author analysed the descriptive statistics, correlation analysis, and multiple regression analysis respectively. The descriptive result showed the characteristics of respondents and key variables as followed in Table 1 and Table 2.

Table 1 Descriptive statistics in the characteristics of respondents (n = 400)

Variables	Frequencies	Percent	
Gender	Male	104	26.0
	Female	296	74.0
Education	Below Bachelor Degree	72	18.0
	Bachelor Degree	270	67.5
	Above Bachelor Degree	58	14.5
Existing position	Management level	73	18.3
	Supervisor	112	28.0
	Operational staff	102	25.5
	Office staff	113	28.3
Department	Management	80	20.0
	Sales/Marketing	150	37.5
	Technical/Research	49	12.3
	Office	14	3.5
	Services	57	14.3
	ICT	30	7.5
Operations	20	5.0	

From Table 1, it found that the majority of the respondent was female at 74%. And the largest percentage of the education group was a Bachelor degree at 67.5%. Meanwhile, the respondents' existing positions in Office staff and Supervisor were the majority groups. And it showed that respondent group in Sales/Marketing Department was the largest number at 37.5%. As a result in Table 2, the means of all key variables were high level (means = 3.70 – 3.89). This revealed that the respondents' opinions in all factors were high level included leader support, leader capabilities, job security, work environment, job satisfaction, work engagement, and organizational citizenship behavior. To test the normality of the data, skewness and kurtosis values of all variables were accepted. This revealed that the normality was no concern.

Table 2 Descriptive statistics in key variables

Key variables	Mean	SD	Skewness	Kurtosis
SUPPORT	3.76	0.49	-0.43	0.70
CAPA	3.82	0.69	-0.31	-0.52
SECUR	3.80	0.59	-0.02	-0.60
ENVI	3.79	0.63	-0.38	0.03
SATIS	3.89	0.51	0.19	-0.36
ENGAGE	3.82	0.53	0.28	-0.26
OCB	3.70	0.55	-0.03	-0.23

Before analyzing the multiple regression equation, the author used the correlation analysis to test the multicollinearity issue. As the result in Table 3 and 4, all correlation coefficients were less than .70. This concluded that it had no the multicollinearity problem (Brace, Kemp, & Snelgar, 2012).

Table 3 Correlation coefficients of key variables (1)

Variables	SUPPORT	CAPA	SECUR	ENVI
SUPPORT	1			
CAPA	.235**	1		
SECUR	0.086	.152**	1	
ENVI	.106*	0.069	.187**	1

Note: **, * = $p < .01$ and $p < .05$ respectively

Table 4 Correlation coefficients of key variables (2)

Variables	SATIS	ENGAGE	OCB
SATIS	1		
ENGAGE	.119*	1	
OCB	.673**	.011	1

Note: **, * = $p < .01$ and $p < .05$ respectively

The results of the multiple regression analysis showed in Table 5 - 7. From Table 5, the result showed that leader support and job security had positive significant influences on job satisfaction. Both two independent variables jointly explained 14.3 percent of the total variance of the job satisfaction. Thus, the regression equation was $SATIS = 2.197 + 0.301 SECUR + 0.147 SUPPORT$. When the author checked the multicollinearity issue by Variance inflation factor (VIF) values, it indicated that there was no multicollinearity issue.

Table 5 Result of regression analysis: Job satisfaction as dependent variable

Variables	Unstandardized Coefficients		Standardized Coefficients	t-statistics	Sig.	VIF
	β	Std. Error	Beta			
Constant	2.197	0.229		9.582	0.000***	
SECUR	0.301	0.041	0.345	7.414	0.000***	1.007
SUPPORT	0.147	0.048	0.142	3.046	0.002**	1.007
F	34.320					
Sig. of F	0.000***					
Adjusted R ²	0.143					

Note: ***, ** it is significant at the .001 and .01 respectively.

The result showed in Table 6 revealed that job satisfaction had a positive significant influenced on work engagement. But job satisfaction variables explained only 1.2 percent of

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the total variance of work engagement. The regression equation was $ENGAGE = 3.203 + 0.128 SATIS$. And VIF values showed that it had no multicollinearity issue.

Table 6 Result of regression analysis: Work engagement as dependent variable

Variables	Unstandardized Coefficients		Standardized Coefficients	t-statistics	Sig.	VIF
	β	Std. Error	Beta			
Constant	3.203	0.209		15.294	0.000***	
SATIS	0.128	0.053	0.119	2.394	0.017*	1.000
F	5.733					
Sig. of F	0.017*					
Adjusted R ²	0.012					

Note: ***, * it is significant at the .001 and .05 respectively.

Finally, the result in Table 7 revealed that job satisfaction had positive significant influences on OCB. It explained 45.2 percent of the total variance of the OCB. Thus, the regression equation was $OCB = 1.108 + 0.697 SATIS$. When the author checked the multicollinearity conditions, it found that the equation had no issues.

Table 7 Result of regression analysis: OCB as dependent variable

Variables	Unstandardized Coefficients		Standardized Coefficients	t-statistics	Sig.	VIF
	β	Std. Error	beta			
Constant	1.108	0.151		7.354	0.000***	
SATIS	0.697	0.038	0.673	18.153	0.000***	1.000
F	329.516					
Sig. of F	0.000***					
Adjusted R ²	0.452					

Note: *** it is significant at the .001.

5. DISCUSSION AND CONCLUSION

This research aimed to study the key factors of leadership and organizational structure affecting job satisfaction, and investigated the effect of job satisfaction on work engagement and organizational citizenship behavior in Y-generation Thais. Descriptive statistics showed that the majority of respondents were female and the largest percentage of the respondent education level was Bachelor degree. Also it found that the respondents in the supervisor level, office staff and Sales/Marketing department were the majority groups. From the multiple regression analysis, the findings found that 2 key factors including leader support and job security had a positive and significant effect on employees' job satisfaction. These findings were consistent with Belias and Koustelios (2014) who noted that leadership like leader support was the critical factor of job satisfaction and consistent with the study of Akdol and Arikboga (2015) concluded that leader support had a positive influence on overall job satisfaction at the workplace. Also, the result consistent with the study of Jandaghi, Mokhles, and Bahrami (2011) who concluded that job security had affected job satisfaction but did not consistent with Kwabiah, Hodibert, and Robert (2016) who noted that there was no correlation between job security and job satisfaction. Another finding revealed that employees' job satisfaction had a positive and significant influence on work engagement. This was consistent with Garg, Dar, and Mishra (2017) who pointed out that employees' job satisfaction had a positive influence on work

engagement. Finally, the study finding showed that job satisfaction significantly affected organizational citizenship behavior. This was consistent with Foote and Tang (2008) and Yasa and Suandra (2017) who concluded that job satisfaction positively affected organizational citizenship behavior. All crucial factors and its effect showed in Figure 2.

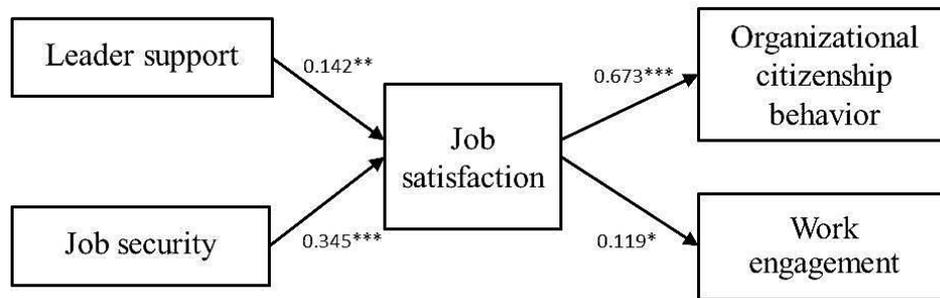


Figure 2 Final model

7. RECOMMENDATIONS

The research recommends that Thailand management level should focus on two important factors including leader support and job security for maximizing the employees' job satisfaction. This helps to improve their employees' motivation and productivity. Also, they should focus on employees' job satisfaction in the workplace. This will lead to have the better work engagement and the necessary behavior like organizational citizenship behavior at workplace for increasing the opportunity to have a better job performance and corporate achievement. Finally, the author recommends that future research should examine the final model with other generation or compare the crucial factors in the model among generations in the workplace. This can help to fulfill the academic knowledge of human resource practices and support the organizational management of the management level for building an effective workplace and organizational success.

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