

Causal Model of Work Behaviors in the Narcotics Control Board, Thailand

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This mixed methods research aimed to compare the factors influencing work behavior of staff working at different offices of the Office of the Narcotics Control Board (ONCB) in Thailand, and to also understand the antecedents related to the efficient work behavior. In the quantitative stage data was collected using 5-scales with Cronbach's alpha ranging from .69 to .96. The 547 respondents were selected through proportional stratified random sampling. In the qualitative stage, in-depth interviews with 10 officers were employed. Data was analyzed by LISREL and content analysis. The results indicated that, 1) gender, family status and work place location significantly affected work behaviors ($p < .01$); 2) the causal model of work behaviors was consistent with the empirical data; and 3) the psychological characteristics, work environment, organizational commitment and organizational citizenship behavior had positive correlation with, and could reliably predict work behaviors at 93 percent. The psychological characteristics had the highest influence on work behaviors ($\beta = .47$). The qualitative findings confirmed that the antecedents of efficient work behavior included personal factors and environmental factors. The suggestions to enhance the efficiency of work behaviors emphasized on an application of the psycho-social antecedents. The practical implication of the findings and some issues for future research are discussed.

Keywords: organizational commitment, organizational citizenship behavior, work behavior, Office of the Narcotics Control Board

To achieve the mission and defined goals of the organization executive management needs effective and efficient human resources management. The recently stated goal in the government guidelines for human resources management is to enable employees to perform at full capacity and effectiveness so as to achieve the government's mission to meet the expectations of the people, consistent with the strategic plan for the development of Thailand's bureaucracy in 2013-2018. The strategic plan focuses on two issues; to maximize competence, and, to modernize organizational development. Staff are to be professional in administrative measures and manpower development, which then gives strategic management three important tasks: 1) personnel management for the greatest benefit; 2) human resources development and implementation strategies; and 3) attracting and retaining qualified manpower to the public sector and ensuring staff are working effectively in the organization. In addition to fulfilling their roles and responsibilities for the basic wage received, they need to be able to work based on a situation or scenario as it arises, and also, be a good member of joint enterprises as well as be a team player (Rotundo & Sackett, 2002). Work behavior with high performance as defined by Intarakamhang & et al. (2011), describes such work as having an operational strategy and operational personnel with the necessary ability to work effectively.

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This research analyzes the conceptual framework of work behavior based on the social cognitive theory. Bandura states that the factors that explain behavior have two aspects, personal factors and environmental factors (Bandura, 1977). A review of the literature found that the work environment is an important variable for motivation in the workplace and leads to organizational engagement, positively affecting the work behavior of staff (Allen & Meyer, 1990; Robbins, 1991; Garstka, 1994; Kenny, Kashy & Bolger, 1998). Albanese (1981) suggested that workers' behaviors would directly affect their success and in turn were related to their colleagues and supervisor relationships, and training participation. Improving work behavior of employees would vary depending on internal and external factors. For example, in the government sector, Intarakamhang and Peungposop (2014) developed a causal relationship model of effective talent management. Their results indicated that the personal and work environmental factors that influenced effective talent management were positive attitudes, self-awareness, personality, creative thinking, organizational commitment, job satisfaction, workplace climate, support from boss and colleagues and work socialization. This predicted effective talent management in quality civil servants at the rate of 48 percent; with 83 percent in the coaching group and 66 percent in the human resources staff group. For the implementation of improved manpower performance to prepare officials to be ready for duty in the mission, the Office of the Narcotics Control Board (ONCB) in Thailand has work process guidelines of executive and human resources management to enhance the efficiency and operational performance of officials continuously. To find answers to their research questions they employed mixed methods using quantitative research in terms of the correlational research with structural equation modeling (SEM) by which the data can be analyzed in more complex virtual reality (Schumacker & Lomax, 2010), followed by qualitative research of multi-case studies with in-depth interviews to research the perceptions of executives, supervisors and workers, including local and central workers in ONCB.

The Office of the Narcotics Control Board (ONCB, 2014) is concerned with the human resources development within the office even as it faces the challenge of prevention and finding solutions to the drug problems in the country. There is monitoring and evaluation of its operations in accordance with the global strategy, which includes strengthening and supporting communities, engaging private sector organizations, and civil society together to prevent and resolve the drug problem, which has been an important policy of the Thai government since 2001. The ONCB has operated with the expectation of the organization and people to be able to resolve the drug problem effectively, adapting to changing circumstances and a dynamic work environment constantly in flux. Therefore, the office is concerned with and realizes the importance of a study based on the work behavior of personnel in the ONCB in both the central region and outlying areas to ascertain the factors affecting the effectiveness of civil servants. The objectives of this study were; 1) compare the causal factors influencing work behavior of officials between the central and regional areas, and 2) to understand the antecedents relating to the efficient work behavior of staff working at the Office of the Narcotics Control Board (ONCB) in Thailand. The benefit of this study will help to determine ways to improve and enhance the performance of officials when tackling the drug problem.

Literature and Conceptual Framework

This study is based on the social cognitive theory of Bandura (1986) which explains the person and environmental factors related to behavior. Human behavior is in continuous reciprocal interaction between cognitive, behavioral, and environmental influences. Bandura believed in “reciprocal determinism”, that is, the world and a person’s behavior cause each other. Most human behavior is learned observationally through modeling. People learn through observing others’ behavior, attitudes, and outcomes of those behaviors. Also, the personality of a human being develops through an interaction between three components: the environment, behavior, and one’s psychological processes.

Work Behaviors

Effective work behaviors are the basic requirement for a sustainable work life. The Office of Civil Service Commission, Thailand (OCSC, 2005) defines work behavior of the government officers as actions expressed by abilities, and work performance related to organizational mission and policy. Work behavior was identified by two dimensions 1) core competency measured five characteristics of achievement ; motivation, service mind, expertise in job placement, integrity and teamwork, and 2) the Work Performance, meaning the performance level of achievement on the implementation of their tasks and assignment. The officials’ performance was the result of work accomplished by his/her position in a government agency (Gibson et al. , 1995) . The work performance was measured from productivity including efficiency (Plowman & Perterson,1989; Ruch, 1994) , effectiveness (Cherrington, 1994; Ruch, 1994) , positive impact on self and organization (Dye, 1982), and work performance retention (Muus & et al., 1993).

Albanese (1981) indicated that the effective work behaviors of employees were results of social conditions such as work climate, social support, relationships, and training, and personal characteristics such as personality, motivation, attitude and work experience. In addition, the Iceberg model of McClelland (1973) described that under the iceberg there were hidden traits such as self-image, thoughts and social role that could drive visible work behaviors. As the results of Davis & et al. (1989) and Subejo & et al. (2013) defined, good organizational commitment and organizational citizenship behavior were considered to be of importance for improving job performance. The work engagement model of Choochom (2016) showed that personal resources and job resource influenced work commitment that could in turn predict organizational citizenship behavior and work behavior. The important concept of work behaviors had gained attention from government environmental and personal conditions of the officials.

Organizational Citizenship Behavior (OCB)

The organizational citizenship behavior has been evaluated by several studies (Organ, 1998; (Karambayya, 1990; Podsakoff et al., 2000; Noor, 2009), that found that the OCB affected employee performance significantly. However, in the current study, the meaning of OCB referred to: a) altruism, as willfully helping others within the same organization, b) courtesy as the actions that prevent the cause of further conflicts, c) conscientiousness as acceptance and adherence in the organization’s rules and

regulations, d) sportsmanship as the ability to tolerate unexpected circumstances without overreacting or worsening the situation, and e) civic virtue as concern for the welfare and interest of the organization (Organ et.al., 2006). For OCB among NGO staffs from Thailand, Myanmar, Laos and Cambodia the study of Pimthong (2016) found that OCB as significant mediator variable had directly influenced the team effectiveness (effect size = .42), and servant leadership, organizational commitment, and OCB factors could predict 65 percent of the NGOs staff team effectiveness. This is because organizational commitment, dedication and expression of positive organizational citizenship behavior are often related.

Organizational Commitment

Organizational commitment is a force that can decrease the gap of employees' work behavior between expectations and reality. The definition of organizational commitment is the employees' attitude which reflects a sense of mental commitment to goals, willingness to work for organizational success, retention to work, having loyalty to the organization, as well as confidence towards the organization. Yousef (2000) suggested that an employee with a high level of commitment will be more likely to adjust to the goals and values of the organization, and have willingness to give more effort to the organization and seek to provide benefits to the organization. Allen and Meyer (1990) classified organizational commitment in three dimensions; affective commitment, continuance commitment and normative commitment. For this study, organizational commitment is measured from two components; the willingness and dedication in working for the organization, and the level of loyalty to the organization. In previous studies, organizational commitment was found to improve the civil servant job performance (Benkhoff, 1997; Ida Bagus Agung Dharmanegara et al., 2016). In addition, organizational commitment was an important predictor of organizational citizenship behavior (Noor, 2009; Bakhshi et al., 2011).

Guidelines and Criteria to Enhance the Efficiency Performance of Officials

Kanneh & Haddud (2016); Wu & Jung, (2016) indicated the conditions that were a challenge to improving performance were both internal factors, including leadership, satisfaction in work, knowledge related human management, effective communication, and also external factors including strategic planning, performance evaluating, resources systems, and citizen participation.

With regard to improving high performance of the officials in Thailand, Office of the Civil Service Commission (OCSC, 2013) has implemented a performance management system as a tool to optimize the appraisal process and to enable government agencies to achieve their goals. The process of enhancing the efficiency performance for officials involved work planning, monitoring, ability developing, appraising, and developing a reward system. However, family relationships also need to be included in terms of work life balance as satisfaction with both work and at home, psychological functioning and work role engagement need to be balanced (Rantanen et al., 2011).

Causal Relationship Model of ONCB Officials' Work Behavior

This study, based on the social cognitive theory of Bandura (1986), investigates the personal and environmental factors related to behavior. In addition, personal factors were 21st Century skills (Vicharn Panich, 2014), Experience on the job (Polanyi & Nonaka, 1988; Honey & Mumford, 1992), A good attitude towards work (McGuire, 1969), recognizing their role in the agency (Mallinger et al., 2009), creative thinking (Schoell & Gultinan, 1988), a stable and assertive personality in The Big Five Personality (Costa & McCrae, 1992), intrinsic motivation and achievement motivation (Deci, 1972; Herman, 1970), quotient characteristics including Emotional Quotient (EQ), Health Quotient (HQ), and Moral Quotient (MQ) (Intarakamhang et al. 2011), positive work climate (Schaefer et al., 1981), social support from superiors and colleagues and work socialization (Schaefer, 2005), attracting carrier paths (Mondy & Noe, 2005), organizational commitment (Mayer, Allen, & Smith, 1993), organizational citizenship (Parivash & Shabnam, 2012), and work behaviors (The Office of Civil Service Commission, 2005). The research framework is shown in figure 1.

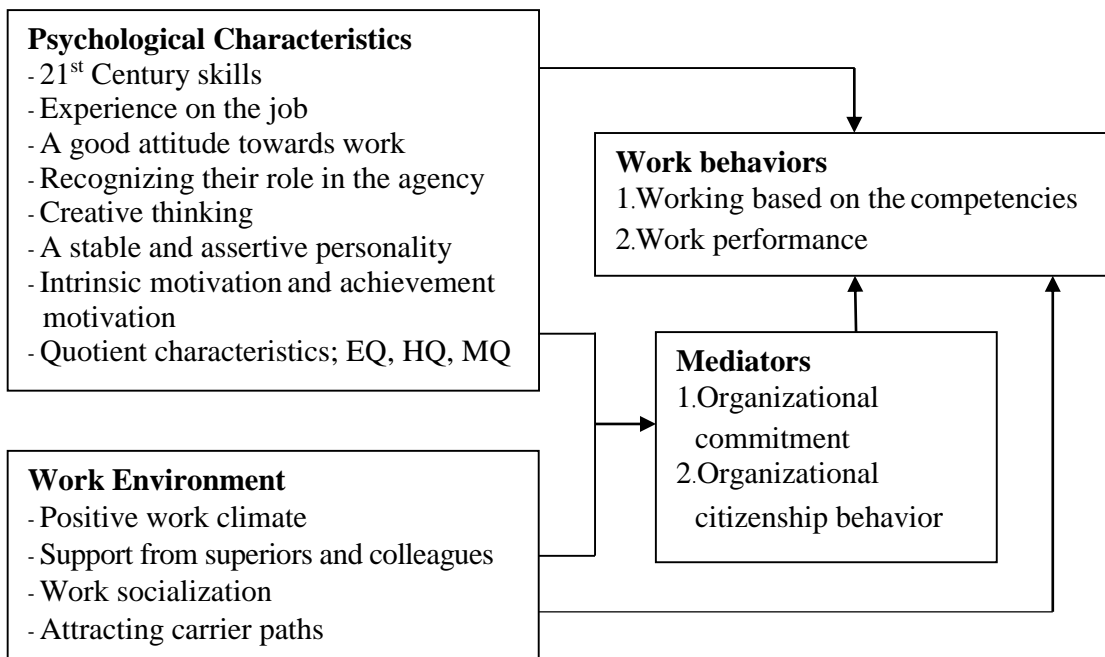


Figure 1. The conceptual model of work behaviors in ONCB.

Methodology

Study Design and Setting

This research is a mixed methods sequential explanatory design that combines quantitative and qualitative data collection (Creswell & Clark, 2011). It begins by conducting quantitative research to develop the causal relationship model and follows with qualitative research to explain and understand the causal factors.

Participants and Procedures

1) Quantitative study

Participants were 547 staff drawn from all units of the ONCB in the central and regional areas. Proportional satisfied random sampling was employed to separate the sample into four groups based on work positions, two respondents from executive positions, thirteen respondents from director's positions, four hundred and forty-six respondents from the academic positions and eighty-six respondents from the general positions. Data was collected in 2015.

2) Qualitative study

Case study was used in the qualitative study. Ten participants were selected from officials who had been assessed as having high performance in the last two at the elite level. One executive, three directors, five academic staff and one general staff were key informants.

Measures

1) Quantitative study

The questionnaire was developed based on the literature review and related research. The standard questionnaire with a 5 point rating scale was trialed with thirty subjects working for the ONCB to try out for reliability of the questionnaire. Questions were selected based on a Cronbach's alpha coefficient between .69 to .96 and the Item-total correlation coefficient between .29 to .82. The total 162 items from the questionnaire were selected.

Table 1

The Measurement of the Variables in Causal Relationship Model

Variables	Item number	Cronbach's alpha coefficient	Item-total correlation coefficient
1. Work behaviors	43	.96	.48 - .82
2. Organizational commitment	7	.90	.65 - .82
3. Organizational citizenship behavior	7	.88	.61 - .79
4. 21 st Century skills	23	.93	.47 - .73
5. Experience on the job	7	.84	.35 - .68
6. A good attitude towards work	8	.91	.62 - .82
7. Recognizing their role in the agency	8	.88	.55 - .72
8. Creative thinking	8	.87	.55 - .70
9. Stable and assertive personality	5	.69	.30 - .56
10. Intrinsic and achievement motivation	9	.88	.46 - .69
11. Quotient characteristics; EQ, HQ, MQ	7	.87	.59 - .70
12. Positive work climate	8	.89	.52 - .81

Table 1 (*Continued.*)

Variables	Item number	Cronbach's alpha coefficient	Item-total correlation coefficient
13. Support from superiors and colleagues	8	.92	.52 - .81
14. Work socialization	6	.88	.61 - .83
15. Attracting carrier paths	8	.92	.62 - .81

2) Qualitative study

In-depth interview guidelines were developed according to the concept of performance management (OCSC, 2005). Work behavior was defined as the actions expressed by abilities and work performance related to organization mission and policy. Actually, this performance management system in government agencies emphasized the participation of both supervisors and employees to enhance the overall performance of a government unit, introducing the use of key performance indicators (KPI) in setting goals and performance indicators in order to optimize the evaluation system (OCSC, 2013).

Data Analysis

The LISREL program was used to confirm the causal relationship model. One-way ANOVA and independent t-test were used to test the hypothesis of quantitative research. Additionally, qualitative data, such as the open-ended questionnaire and in-depth interview, were analyzed by content analysis.

Results

Part 1: The Characteristics of the Participants

The sample consisted of 547 respondents. More than half were female (58.10 percent) with single marital status (55.80 percent). The average age was 39.82 years old, the average years of working was 12.29 years and 42.60 percent reported receiving low payment. Most of them worked in Bangkok (66 percent). 81.50 percent of respondents worked in an academic position.

The analysis of the average mean for psychosocial characteristics, the work environmental factors and the work behavior of staff of the ONCB found that; 1) the psychosocial factors, it was found that a good attitude towards work had the highest average *mean* at 4.27, *SD* = 0.53 whereas, stability and assertive personality variable presented the lowest average *mean* at = 3.88, *SD* = 0.50; 2) for the environmental factors in the workplace, support from superiors and colleagues had the highest average mean at 3.90, *SD* = 0.52 and the lowest, attracting carrier paths at *mean* = 3.78, *SD* = 0.53, 3) organizational citizenship, being thoughtful or careful not to be a cause of conflict in the organization had the highest average *mean* at 4.29, *SD* = 0.67 and the variable with the lowest average is setting aside time to attend the activities of the organization constantly at *mean* = 3.88, *SD* = 0.65 and 4) organizational commitment found that the willingness of the organization to offer support and stability in their life

had the highest average *mean* at 4.15, *SD* = 0.70, whereas, the variables that presented the lowest was confidence that to work in the organization would enable them to make progress in the work and in their life at *mean* = 3.89, *SD*. = .72, and 5) for at work behaviors the variable, working based on the competencies, had the highest average *mean* at 4.11, *SD* = 0.51.

Part 2: Factors Affecting the Work Behavior

A comparison of the male and female groups found that psycho-social factors such as, the characteristics of the 21st century, knowledge and experience on the job, a good attitude towards work and the organization, recognizing their role in the agency, creative thinking, a stable personality and expression, intrinsic motivation and achievement motivation, intelligence quotient characteristics including EQ, HQ, MQ and recognition of the environmental factors, being a good member of the organization, organizational commitment and work behavior were statistically significantly at $p < 0.05$ with an average of psycho-social factors in males higher than females.

Comparing for marital status in the ONCB officials it was found that those with a single status were consistently good members of the organization, with an organizational commitment higher than those of marital status. Widow / divorced / separated had a statistically significant level at $p < 0.05$. However, participants with married status had an average mean of work behavior higher than the singles, with statistical significance at $p < 0.05$.

There was no significant difference in the causal factors of the work behavior of officials of the ONCB for age or length or duration of service.

Average mean of intelligence quotient characteristics EQ, HQ, MQ was found in the staff of ONCB and those economically satisfied with statistically significant at $p < 0.05$.

The average mean of the perception of environmental factors, being a good member of the organization and organizational commitment for those working in the regional areas was found to be higher than those working in central or Bangkok with statistical significance at ($p < 0.05$) as shown in table 1-2.

Table 2

Mean Comparison of Psycho-Social Factors, Organizational Commitment, Organizational Citizenship, and Work Behaviors between Female and Male, Officials Working at the Central and Regional Areas

Variables (N = 547)	Sex	<i>t</i> -value	<i>p</i>	Workplace	<i>t</i> -value	<i>p</i>
Psychological characteristics	Male, Female	3.05*	0.00	Central, region	1.29	0.20
Work environment	Male, Female	2.53*	0.01	Central, region	2.27*	0.02
Organizational citizenship	Male, Female	2.38*	0.02	Central, region	2.12*	0.03
Organizational commitment	Male, Female	3.20*	0.00	Central, region	3.63*	0.00
Work behaviors	Male, Female	2.59*	0.01	Central, region	1.53	0.13

Note. * $p < .05$.

Table 3

Mean Comparison of Psycho-Social Factors, Organizational Commitment, Organizational Citizenship, and Work Behaviors among Different Marital Status, Age, duration of work and position level

Variables (N = 547)	Marital status (Single, Married, Divorced)		Age (senior, midlife, younger)		Duration of work (High, Moderate, Low)		Position level (executive, Academician, Officer)	
	F-value	p	F-value	p	F-value	p	F-value	p
Psychological characteristics	2.98	0.05	0.23	0.79	0.43	0.65	2.89*	0.04
Work environment	2.49	0.08	1.35	0.26	1.56	0.21	1.61	0.19
Organizational citizenship	3.39*	0.03	0.24	0.79	0.43	0.65	1.53	0.20
Organizational commitment	4.86*	0.01	0.24	0.29	1.37	0.25	0.82	0.48
Work behaviors	4.76*	0.01	1.30	0.27	0.87	0.42	3.00*	0.03

Note. * $p < 0.05$.

Part 3: Causal Relationship Model of the Efficient Work Behavior

The causal model of at work behavior is consistent with the evidence base ($X^2 = 336.01$, $df = 115$, $p = 0.000$, $GFI = 0.979$, $AGFI = 0.973$, and $RMSEA = 0.019$) and found that psycho-social factors affect at work behavior the most at 0.47, followed by the organizational commitment, being a good member of the organization and work environment factors at 0.35, 0.16, and 0.06, respectively, as shown in figure 2.

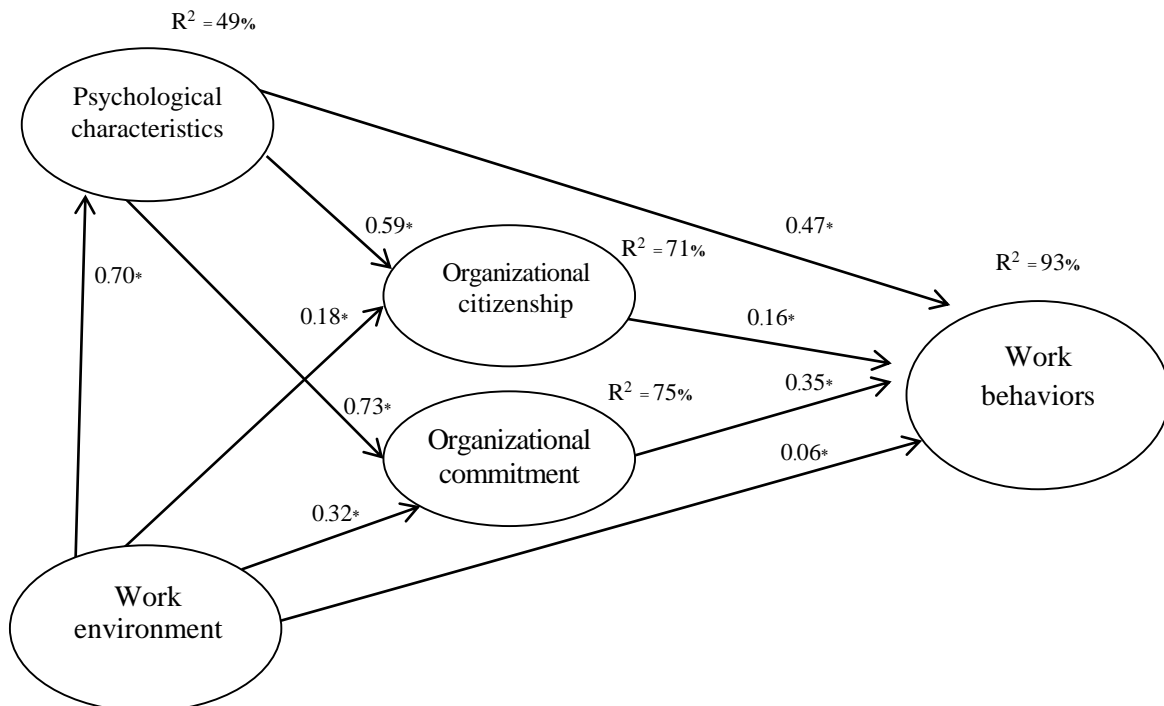


Figure 2. Causal model of psycho-social factors, organizational commitment and organizational citizenship affecting work behaviors in ONCB.

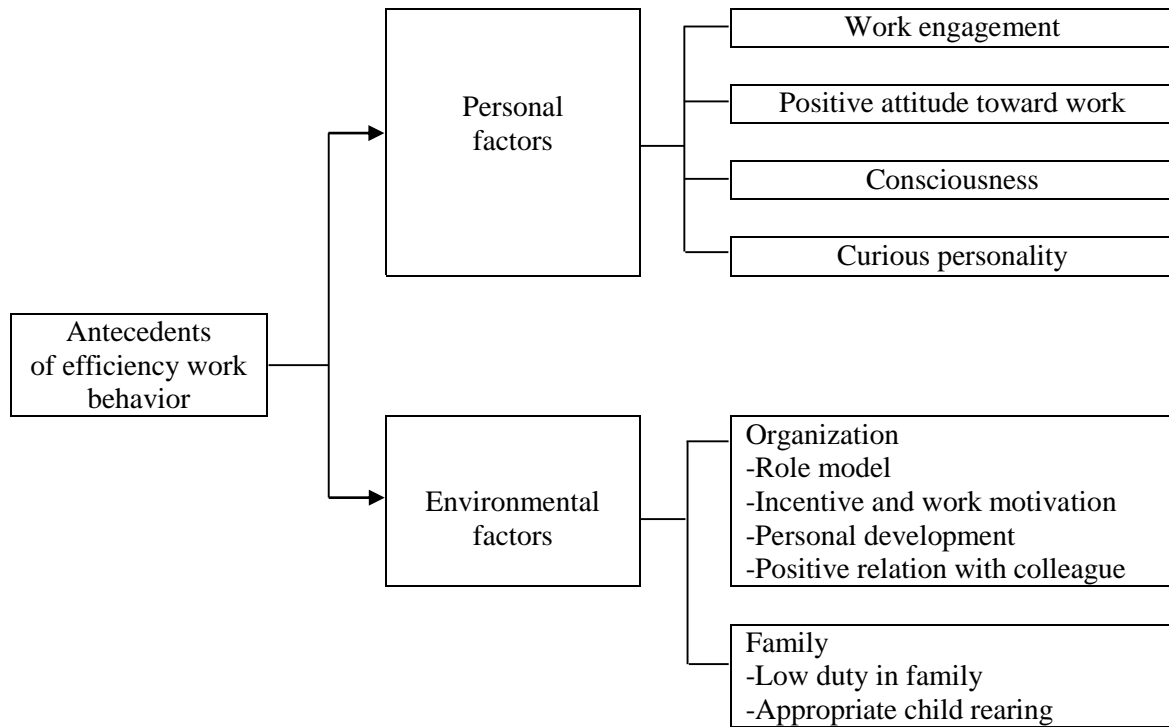


Figure 3. Antecedents related to efficient work behavior of ONCB officers.

Part 4: Antecedents of Efficiency Work Behavior of ONCB Officers

This section aimed at confirming and explaining the findings found in the quantitative stage. The qualitative results have been conceptualized in figure 3, and confirmed the personal antecedents and environmental antecedents relating to efficiency in work behavior. In terms of environmental factors, it was shown additionally that family dimension, and especially, low responsibility in family and appropriate child rearing were related to work behavior.

Discussion

This research found that psycho-social factors and environmental factors at work had both a direct and indirect influence on the work behavior of the ONCB staff, which accords with Bandura (Bandura, 1986), who sets out the factors that determine the behavior of individuals as; 1) the situation prior to the behavior and; 2) indicators that the behavior shall be rewarded or given a positive retribution or any indicators that an actions or behavior will have negative consequences. In addition, the study results found that factors associated with at work behavior performance were dependent on; 1) the personal characteristics were highly significant, and 2) the environment or the external situation affects the expression of behavior.

According to the work performance indicator, productivity is a major concern, it is not the only indicator of individual performance. Productivity interacts with other aspects of employee performance (Ruch, 1994) The research result also found that organizational commitment and being a good member of the organization have a direct

influence on the at work behavior of the civil servants/officials. This result is consistent with the studies of Garstka (1994) and La Lopa (1996), and those considering the Equity Theory of Robbins (1991), who concluded that people often compare what they have done (job inputs) and what did they get back (job outcomes) in case that they found inputs greater than outcomes compared to the others. At some point, that person will seek to eliminate disparities in effort and inequality in terms of work evaluation. This behavior needs careful attention by those in administrative leadership positions. This is consistent with the study of William et al. (2002) that found that the dispensation of just returns is related to the behavior of being a good member of the organization. The interaction process that is involved with the supervisor was the greatest influence on the intentions of staff to make a habit of being a good member of the organization. Also the study of Moorman et al. (1998) stated that a work environment that is conducive to good outcomes must be just, offer good support trust in the supervisor and thereby elicit good behavior from the members of the organization. The studies of Tepper et al. (2004) found that fairness in an organization may not always affect behavior so as to be a good member of the organization. Organizational atmosphere or good environment at work may not bring any benefits to its workers. Even though the organization has a fair atmosphere if it does not bring any benefits to the employees the employees may not reward the organization with a good behavior to be a good member of the organization or dedicated commitment to the organization.

Suggestions

1. There should be a continuation of this research focusing on the problems found in the qualitative research and concerns of the management of the ONCB toward subordinates and to develop as a project solutions to the problems in the organization.
2. The research results showed the importance of psycho-social factors in having the highest influence on work behavior and variables, and a stable personality and assertiveness had the lowest level. Therefore, it is necessary to develop the project to raise the awareness for officials of the ONCB.
3. Being a good member of the organization has a positive influence on the work behavior. Therefore, the human resources department and relevant authorities must initiate activities that promote social relationships and cooperation within the organization, and encourage the psychosocial aspects of the workplace to support the success of the organization.
4. The research found that the level of organizational commitment for the officials working in the outer regions was higher than those working in the central region, therefore the administrative team must present clear goals, working norms and values of the organization to all officials for a clarity of understanding.
5. Work environment factors were found to minimize influence on work behavior. To develop good at work behavior the work environment must be open and give an opportunity for everyone to participate in running the organization. Expression of love and unity should be present.

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