

MINISTRY OF EDUCATION AND TRAINING
LAC HONG UNIVERSITY



LE VIET ANH

**FACTORS INFLUENCING ORGANISATIONAL CITIZENSHIP
BEHAVIOUR: A STUDY IN TOURISM ORGANIZATIONS IN
THE CENTRAL HIGHLANDS OF VIETNAM**

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Proceedings of the International Conference

1. Le Viet Anh. (2025). Quality of work-life, organizational culture, and organizational commitment of employees: The case of tourism businesses in Dak Lak, Vietnam. In *Proceedings of the 6th International Conference in Business, Economics and Finance* (pp. 754–778).
2. Le Viet Anh. (2025). Antecedents of organizational citizenship behavior: A systematic literature review and an integrative framework proposal. In *The 2025 International Conference Proceedings on Innovation for Global Development* (pp. 517–540).

CHAPTER 1. INTRODUCTION TO THE RESEARCH TOPIC

1.1. Research rationale

1.1.1. *Theoretical context*

Organizational citizenship behavior (OCB) refers to voluntary, multidimensional behaviors that contribute to higher performance and sustainable organizational development in the context of global competition (Boon et al., 2025; Ramos & Ellitan, 2023). Such behaviors are closely associated with governance, the work environment, and organizational culture (Akpór-Robaro, 2018; Bismala et al., 2023). However, if not properly managed, OCB may generate work overload and work–life imbalance (Edros et al., 2020), highlighting the need for an integrated theoretical model.

OCB has been examined for more than four decades, with over 6,000 studies drawing on diverse theoretical foundations, including social exchange theory, social identity theory, psychological contract theory, social learning theory, and person–organization value fit. In tourism research, these theories have been widely applied but remain insufficient to explain OCB under industry-specific conditions (Ma & Qu, 2011). Regarding measurement, scales developed by Organ (1988), Williams and Anderson (1991), and Bettencourt et al. (2001) have been extensively used. Yet, in Vietnam, researchers have predominantly relied on a unidimensional measure (Podsakoff et al., 1990), which constrains deeper and more nuanced analyses.

The literature indicates five major research streams: (1) individual factors such as psychological capital, personality traits, and psychological contracts (Zeng et al., 2023); (2) job-related factors such as quality of work life, professional ethics, and transformational leadership (Hermanto et al., 2024); (3) organizational factors such as justice, corporate social responsibility, and value congruence (Emami & Soltani, 2018); (4) social and contextual factors such as organizational culture, digital transformation, and recruitment, alongside warnings about burnout arising from the excessive mobilization of OCB (Fu et al., 2022); and (5) integrative models such as citizenship fatigue and Green–Harmonious HR (Zhao et al., 2024).

Nevertheless, research remains limited in distinctive contexts such as the Central Highlands of Vietnam, where firms are typically small and medium-sized and strongly community-oriented. In particular, evidence is still scarce on integrative mechanisms linking quality of work life (QWL), organizational commitment (OCO), and organizational perception of citizenship behavior (OPCB). Moreover, demographic characteristics, such as gender, age, and ethnicity, have rarely been examined as moderators. OCB studies also remain underdeveloped in terms of mixed-method designs and the application of advanced technologies, including AI.

Accordingly, this dissertation proposes a systems-theory approach (Von Bertalanffy, 1968) using an input–process–output (IPO) model. Inputs comprise QWL, demographic characteristics, and contextual conditions; the process is represented by OPCB and OC; and the output is OCB, which in turn generates feedback effects on the organization. This approach enables a more comprehensive understanding of OCB and aligns well with the practical realities of tourism organizations in the Central Highlands.

1.1.2. Practical context

Vietnam’s tourism sector is a key economic driver, contributing nearly 50% of GDP growth in 2024, with 17.5 million international arrivals and VND 840 trillion in tourism revenue. Central Highlands is prioritized as a strategic tourism region thanks to its diverse landscapes and cultural assets, yet it faces serious workforce constraints: only about 14% of workers hold professional qualifications (Bùi Thị Hạnh), while digital skills and service standards are rising.

OCB in the region’s tourism organizations also shows signs of decline; weaker engagement and fewer discretionary behaviors have harmed service quality and branding (Alphabe, 2017). Existing domestic research often examines determinants in isolation, with limited integration of QWL–OCO–OPCB in tourism and insufficient attention to demographic diversity. Hence, testing these mechanisms and demographic moderation is necessary to inform context-sensitive HR policies and interventions.

1.1.3. Research gap

Building on the five major research streams, it can be argued that although the OCB literature has advanced in multiple directions, several salient research gaps remain.

First, prior studies still lack in-depth investigation in distinctive contexts such as the tourism industry in Vietnam's Central Highlands, where indigenous cultural values intersect with the characteristics of small and medium-sized organizations and a rapidly transforming socio-economic environment.

Second, limited attention has been paid to simultaneously integrating QWL, OCO, and OPCB within a single model to test their overall mechanism of influence and potential mediating roles in shaping OCB. Yet, foundational theories such as social exchange theory and affective events theory suggest a close linkage between the work environment, employees' organizational perceptions, and their discretionary behaviors.

Third, the moderating role of demographic characteristics, particularly ethnicity, remains underexplored in existing models. In culturally diverse settings like the Central Highlands, differences in community-oriented values, organizational attitudes, and social behaviors may substantially shape how employees interpret and respond to organizational factors.

Fourth, most prior work has relied predominantly on quantitative designs. In contrast, combining qualitative and quantitative approaches (i.e., mixed-methods research) could provide a deeper understanding of employees' motives, perceptions, and lived experiences, especially in emotionally intensive and highly interactive service contexts such as tourism. Mixed-method designs not only enable the testing of theoretical models with quantitative data but also allow researchers to uncover cognitive depth and explain behavioral phenomena that may not be fully captured by numerical patterns. This constitutes an important methodological and analytical gap that warrants further attention to enhance the comprehensiveness, practical relevance, and applicability of OCB research in Vietnam.

Given these gaps, the study entitled “Factors influencing organisational citizenship behaviour: A study in tourism organizations in the Central Highlands of Vietnam” is theoretically and practically necessary.

1.2. Research objectives

1.2.1. General objectives

To assess the effects of QWL, OCO, and OPCB on organizational citizenship behavior (OCB), while examining the mediating roles of OCO and OPCB and the moderating roles of demographic characteristics in these relationships. Based on the findings, the study proposes managerial implications to enhance OCB in a manner consistent with the human resource profile and development conditions of tourism organizations in Vietnam’s Central Highlands.

1.2.2. Specific objectives

To identify and measure the magnitude of the effects of QWL, OCO, and OPCB on OCB among tourism organizations in the Central Highlands;

To explore the mediating roles of OCO and OPCB in the relationship between QWL and OCB in tourism organizations in the Central Highlands;

To test group differences across demographic segments (gender, age, organization type, ethnicity, organization size, and business sector) in the relationships among QWL, OCO, OPCB, and OCB in tourism organizations in the Central Highlands;

To provide managerial implications to help tourism organizations in the Central Highlands strengthen employees’ OCB.

1.3. Research Questions

This study addresses the following research questions:

How do QWL, OCO, and OPCB influence employees’ OCB in tourism organizations in Vietnam’s Central Highlands, and what is the magnitude of these effects?

Do OCO OPCB mediate the relationship between QWL and OCB in tourism organizations in Vietnam’s Central Highlands?

Are there differences across demographic groups (gender, age, organization type, ethnicity, organization size, and business sector) in the relationships among

QWL, OCO, OPCB, and OCB in tourism organizations in Vietnam's Central Highlands?

What managerial implications should be proposed to enhance employees' OCB in tourism organizations in Vietnam's Central Highlands?

1.4. Research subject and scope

1.4.1. Research subject

Research object: This study examines the effects of QWL, OCO, and OPCB on employees' OCB in tourism organizations in Vietnam's Central Highlands, as well as the mediating roles of OCO and OPCB.

Survey respondents: The respondents are employees working in tourism organizations located in the Central Highlands region, including the provinces of Kon Tum, Gia Lai, Dak Lak, Dak Nong, and Lam Dong. These tourism organizations operate in a wide range of business areas, such as restaurants, cafés, hotels, travel agencies, and other tourism-related services. The sample covers legally operating entities in the tourism sector, including private enterprises, cooperatives, limited liability companies (LLCs), and joint-stock companies within the study area.

1.4.2. Research scope

Content scope: The study focuses on analyzing determinants of OCB, specifically QWL, OCO, and OPCB.

Geographical scope: Tourism organizations in the former administrative Central Highlands region, including Kon Tum, Gia Lai, Dak Lak, Dak Nong, and Lam Dong, according to the administrative structure prior to July 2025.

Time scope: The study was conducted from December 2022 to December 2025.

1.5. Research methods

1.5.1. Qualitative study

The qualitative phase was conducted to refine measurement scales adapted from prior studies and to provide a foundation for developing the quantitative survey instrument. In addition, expert discussions were carried out to help interpret the empirical findings and to formulate managerial implications.

1.5.2. Quantitative study

The quantitative study consisted of two stages: a pilot study ($n = 100$) to assess and validate the measurement scales, followed by the main survey ($n = 450$). Hypotheses were tested using PLS-SEM with SmartPLS 4.

1.6. Novel contributions of the dissertation

First, the dissertation addresses a novel and highly context-specific research problem by examining the effects of QWL, OCO, and OPCB on OCB among employees in tourism organizations in Vietnam's Central Highlands. The study extends the application of organizational behavior theories to a multicultural service context characterized by strong seasonality and geographically dispersed working conditions, an industry and region that have received limited scholarly attention.

Second, the dissertation develops and empirically tests an integrated research model that clarifies the mediating roles of OCO and OPCB in the relationship between QWL and OCB, while also examining the moderating effects of demographic characteristics. This approach elucidates the indirect mechanisms through which psychological and organizational factors shape employees' extra-role behaviors, thereby extending social exchange theory and person–organization fit theory within the tourism context.

Third, methodologically, the study adopts a mixed-methods approach, combining qualitative and quantitative research and applying PLS-SEM using SmartPLS 4 with a second-order measurement model. This design enables the simultaneous examination of direct, indirect, and moderating relationships. The measurement scales are refined to reflect Vietnam's socio-cultural context, particularly that of the Central Highlands, thereby enhancing the practical relevance and applicability of the findings.

Fourth, the dissertation offers practical managerial implications for human resource management in tourism organizations, emphasizing behavioral differences across demographic groups, especially ethnicity, to support the development of context-sensitive HR policies in a multicultural regional setting.

Finally, from an academic perspective, the study opens new research avenues by integrating psychosocial factors with organizational behavior in the tourism service sector, providing a foundation for extending the model to other

service industries and contributing to the development of an indigenous theoretical framework for organizational behavior research in Vietnam.

1.7. Significance of the study

1.7.1. Scientific significance

The study synthesizes core theories (e.g., SET, SIT, organizational justice, P–O fit, expectancy, and organizational perception) and prior empirical evidence to develop and test a model linking QWL, OCO, and OPCB to OCB in the Central Highlands. It validates adapted and extended scales for the Vietnam context, supporting context-appropriate measurement development. The study also clarifies demographic moderation (gender, age, organization type, ethnicity, organization size, and business sector), strengthening HRM research in culturally diverse settings.

1.7.2. Practical significance

The study provides evidence on QWL, OCO, OPCB, and OCB in Central Highlands tourism organizations, helping identify HRM strengths and gaps. The findings inform context-specific HR policies to promote voluntary positive behaviors, improve productivity, and support sustainable development, with a strong focus on demographic differences, especially ethnicity, to match the region's multicultural profile. It also extends QWL–OCO–OPCB–OCB research to other industries and contexts for future studies.

1.8. Structure of the dissertation

The dissertation is organized into five chapters:

Chapter 1: Introduction

Chapter 2: Theoretical background and research model

Chapter 3: Research design

Chapter 4: Results and discussion

Chapter 5: Conclusions and managerial implications

CHAPTER 2. THEORETICAL BACKGROUND AND RESEARCH MODEL

2.1. Key concepts

2.1.1. Organisational citizenship behaviour

2.1.1.1. Definition of organizational citizenship behavior

OCB is a multidimensional form of discretionary behavior that reflects employees' willingness to support coworkers, maintain team spirit, and contribute beyond formally prescribed job duties. Such behaviors signal responsibility, commitment, and a proactive contribution orientation, thereby fostering a positive and sustainable work environment within organizations.

2.1.1.2. Structure of organisational citizenship behaviour

The dissertation adopts and adapts Organ's (1988) five-dimensional framework, including: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue.

2.1.2. Quality of work life

2.1.2.1. Definition of quality of work life

QWL refers to the extent to which work enables employees to feel healthy, satisfied, and fulfilled, and meets their expectations for a humane, fair, and sustainable working environment. This concept is inherently multidimensional, encompassing both objective and subjective components.

2.1.2.2. Dimensions of quality of work life

The measurement scale is developed based on Sirgy et al.'s (2001) eight-dimensional model, integrated with evidence from tourism studies and research conducted in Vietnam. To fit the Central Highlands context, the scale is refined into seven components: job scope, work environment, pay and promotion, safety, career development, social integration, and flexibility.

2.1.3. Organisational commitment

2.1.3.1. Definition of organizational commitment

OCO is a psychological-behavioral state that reflects an individual's attachment to the organization through the intention to remain, value congruence, and commitment to shared goals, thereby encouraging OCB.

2.1.3.2. Dimensions of organizational commitment

The dissertation applies Meyer and Allen's (1991) three-component model to measure OCO, including affective commitment, normative commitment, and continuance commitment.

2.1.4. Perception of organisational behaviour

2.1.4.1. Definition of organizational perceptions of citizenship behavior

OPCB capture employees' psychological and subjective perceptions of the workplace, including perceptions of organizational policies, fairness, leader–member relationships, support, and corporate social responsibility. These perceptions shape employees' attitudes, motivation, and work behaviors and are expected to mediate the link between QWL and both OCO and OCB.

2.1.4.2. Dimensions of organizational perceptions of citizenship behavior

The OPCB construct comprises five dimensions: (1) perceived organizational justice; (2) perceived organizational policies; (3) perceived organizational support; (4) perceived leader–member exchange; and (5) perceived corporate social responsibility.

2.2. Overview of relevant theories

2.2.1. Social Exchange Theory

Social Exchange Theory (Blau, 1964) posits that when employees perceive organizational care, fairness, and support, reflected in their QWL and OPCB, they are more likely to strengthen their OCO and proactively engage in OCB. This perspective enables the dissertation to explain the mechanism through which QWL influences OCB via OCO and OPCB.

2.2.2. Organizational Perception Theory

Organizational Perception Theory (Oreg & Sverdlik, 2011) suggests that employees form perceptions of their organization based on both formal and informal signals. Positive OPCB is expected to foster OCO and OCB, whereas negative perceptions may erode trust and trigger withdrawal-related responses.

2.2.3. Social Identity Theory

Social Identity Theory (Tajfel & Turner, 1986) explains that when employees perceive the organization as fair, transparent, and socially responsible, they are more likely to identify with the organization. This

identification strengthens OCO and encourages OCB. In this dissertation, OPCB is viewed as a key perceptual foundation that facilitates the identification process.

2.2.4. Person–Organization Value Fit Theory

Person–Organization Value Fit Theory (Kristof, 1996) argues that when organizational values align with employees’ personal beliefs, employees develop stronger OCO and are more willing to demonstrate OCB. OPCB serves as the perceptual basis through which employees evaluate value congruence, thereby promoting positive discretionary behavior.

2.2.5. Equity Theory

Equity Theory (Adams, 1965) posits that when employees perceive fairness in rewards, the work environment, and development opportunities, they are more likely to build trust, strengthen OCO, and develop positive organizational perceptions (OPCB). These conditions, in turn, enhance OCB (Organ, 1988; Meyer & Allen, 1991).

2.2.6. Expectancy Theory

Expectancy Theory (Vroom, 1964) proposes that employees are motivated to engage in discretionary behaviors when they believe that effort will lead to performance, that performance will be recognized, and that rewards will be appropriate. QWL and OPCB reinforce these beliefs, thereby encouraging employees to perform OCB within the organization. ***Top of Form***
Bottom of Form

2.3. Review of related studies

Prior studies show that QWL positively influences OCB, but most focus on direct effects and seldom test mediation or moderation (Hermawanto et al., 2022; Cheewakoset et al., 2024). Although OCO and OPCB are associated with OCB (Sembiring et al., 2023), they are rarely integrated with QWL in a single comprehensive model. The five-dimensional conceptualization of OPCB is still emerging and remains under-validated empirically. Moreover, demographic

moderators—especially ethnicity—are understudied in multicultural settings such as Vietnam’s Central Highlands, highlighting a clear research gap.

2.4. Research model and hypotheses

2.4.1. Rationale for model development

The proposed model integrates multiple theoretical lenses, Social Exchange Theory, Expectancy Theory, Social Identity Theory, Equity Theory, Organizational Perception Theory, and Person–Organization Value Fit Theory, to explain how QWL, OPCB, and OCO shape OCB. Empirical evidence suggests that QWL affects OCB both directly and indirectly through OPCB and OCO (Hermawanto et al., 2022; Ulfa et al., 2021). In addition, OPCB is expected to influence OCO (Farisi, 2025), and both constructs subsequently promote OCB. Furthermore, demographic characteristics may moderate these relationships (Yadav et al., 2019).

2.4.2. Hypotheses development

The model is grounded in core organizational behavior and psychology theories—social exchange, social identity, equity, person–organization value fit, expectancy, and organizational perception—which collectively explain that perceived fairness, support, and value congruence strengthen commitment and encourage OCB. Informed by prior empirical evidence and refined through expert interviews, the model specifies QWL as the independent variable, OCO and OPCB as mediators, and OCB as the outcome. Demographic factors at the individual (gender, age, ethnicity) and organizational levels (type, size, sector) are included for moderation and multi-group analysis (MGA) after establishing measurement invariance via MICOM. Relevant policy documents (Decree No. 80/2021/NĐ-CP; Decision No. 1719/QĐ-TTg, 14/10/2021) are cited to highlight the study’s practical relevance in Vietnam’s Central Highlands.

Hypotheses

H1: Quality of work life positively influences organizational citizenship behavior.

H2: Organizational commitment positively influences organizational citizenship behavior.

H3: Organizational perceptions of citizenship behavior positively influence organizational citizenship behavior.

H4: Quality of work life positively influences organizational commitment.

H5: Organizational perceptions of citizenship behavior positively influence organizational commitment.

H6: Quality of work life positively influences organizational perceptions of citizenship behavior.

H7: Organizational commitment mediates the relationship between quality of work life and organizational citizenship behavior.

H8: Organizational perceptions of citizenship behavior mediate the relationship between quality of work life and organizational citizenship behavior.

Moderation / multi-group hypotheses

H9-1: Gender moderates the path coefficients in the structural model.

H9-2: Age moderates the path coefficients in the structural model.

H9-3: Organization type moderates the path coefficients in the structural model.

H9-4: Ethnicity moderates the path coefficients in the structural model.

H9-5: Organization size moderates the path coefficients in the structural model.

H9-6: Business sector moderates the path coefficients in the structural model.

2.4.3. Proposed Research Model

Figure 2.1 presents the proposed research model.

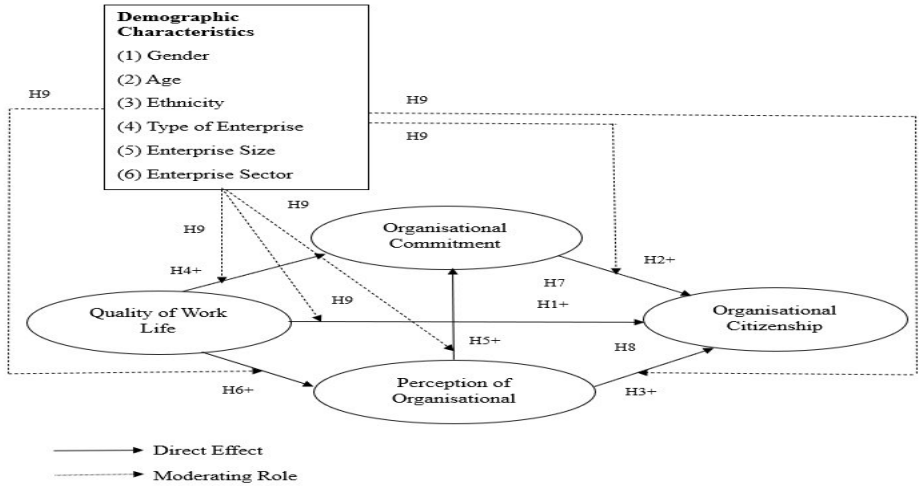


Figure 2.1: Proposed research model

Source: Proposed by the author

CHAPTER 3. RESEARCH DESIGN

3.1. Methodological approach and research process

3.1.1. Methodological approach

This dissertation adopts a mixed-methods approach. The qualitative phase involves document analysis and expert discussions to refine the conceptualization and measurement scales. The quantitative phase is based on a survey of 450 employees, analyzed using PLS-SEM in SmartPLS 4.0 with bootstrapping (5,000 subsamples). The results are subsequently discussed with experts to derive context-specific managerial implications.

3.1.2. Research process

The overall research process of the dissertation is summarized in Figure 3.1.

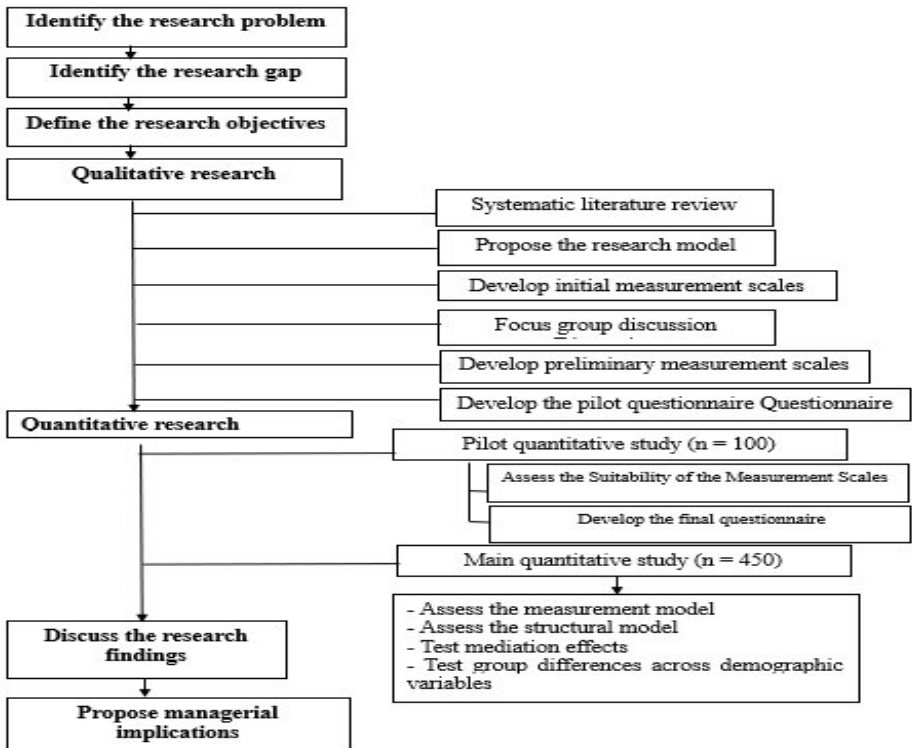


Figure 3.1: Research process

Source: Proposed by the author

3.2. Qualitative research

3.2.1. Initial scale development

3.2.1.1. Organizational citizenship behavior scale

The dissertation adopts the OCB scale by Alshihabat and Atan (2020) as it clearly captures key OCB dimensions and is well suited to Vietnam's tourism context.

3.2.1.2. Quality of work life scale

QWL comprises seven dimensions. The first six dimensions are adapted from Jabeen et al. (2018), while the dimension of work flexibility is incorporated from Rastogi et al. (2018).

3.2.1.3. Organizational commitment scale

The OCO scale is adapted from Kim et al. (2019) and consists of three components: affective commitment, normative commitment, and continuance commitment.

3.2.1.4. Organizational perceptions of citizenship behavior (OPCB) scale

OPCB is measured using five components: (1) perceived organizational justice; (2) perceived organizational policies; (3) perceived organizational support; (4) perceived leader–member exchange; and (5) perceived corporate social responsibility.

3.2.2. Focus group discussion

A focus group discussion involved nine experts, comprising five HR managers and four academics in human resource research.

3.2.3. Findings from the qualitative study

3.2.3.1. Model refinement results

Expert discussions indicated 100% agreement regarding the proposed relationships, mediating mechanisms, and moderating effects in the research model, confirming the model's conceptual completeness, strong theoretical grounding, and high practical relevance to tourism enterprises in the Central Highlands.

3.2.3.2. Preliminary scales and observed indicators

Preliminary OCB scale

The preliminary OCB scale includes five dimensions with 15 observed indicators: Altruism, Conscientiousness, Sportsmanship/Professionalism, Courtesy, and Civic virtue.

Preliminary QWL scale

The preliminary QWL scale includes seven dimensions with 21 observed indicators: Job scope, Work environment, Pay, rewards, and promotion, Job security, Career development, Social integration, and Work flexibility.

Preliminary OCO scale

The preliminary OCO scale includes three components with nine observed indicators: Affective commitment, Normative commitment, and Continuance commitment.

Preliminary OPCB scale

The preliminary OPCB scale includes five components with 15 observed indicators: Perceived organizational justice, Perceived organizational policies, Perceived organizational support, Perceived leader–member exchange, and Perceived corporate social responsibility.

3.2.4. Questionnaire design

The survey questionnaire consists of three sections.

3.3. Quantitative research

3.3.1. Pilot quantitative study

3.3.1.1. Sampling method

The pilot sample consisted of 100 observations, selected using a non-probability sampling approach, specifically purposive sampling.

3.3.1.2. Pilot data collection

The author personally distributed printed questionnaires to employees working in tourism organizations in Vietnam’s Central Highlands to collect data for the pilot study.

3.3.1.3. Pilot data analysis

The pilot data analysis was conducted with 100 observations to assess the reliability and validity of the measurement scales. Data were processed using

SmartPLS 4.0 following these steps: assessing indicator reliability, internal consistency reliability, convergent validity, and discriminant validity.

3.3.1.4. Pilot results

The pilot study results indicated that all first-order constructs met the required criteria for indicator reliability, internal consistency reliability, convergent validity, and discriminant validity.

3.3.2. Main quantitative study

3.3.2.1. Questionnaire design

The official survey questionnaire was designed to include three main sections.

3.3.2.2. Sample design

The formal quantitative study employed a non-probability quota sampling approach, with the sample allocated according to the proportion of tourism-sector employees in each province of Vietnam's Central Highlands (Kon Tum, Gia Lai, Dak Lak, Dak Nong, and Lam Dong). The respondents were full-time employees with at least one year of tenure working in tourism organizations that agreed to participate. In line with the 10-times rule for PLS-SEM, the minimum sample size was 150; however, following the recommendations of Hair et al. (2017) and Tabachnick and Fidell (2007), the study targeted at least 300 observations. The dissertation aimed to obtain 400 valid responses by distributing 600 questionnaires, thereby enhancing the representativeness of the sample for the region.

3.3.2.3. Data analysis procedure

a) Assessment of the measurement model

Reliability, convergent and discriminant validity for reflective constructs; collinearity and indicator weights for formative constructs (if applicable).

b) Assessment of the structural model

Collinearity, model fit, R^2 , f^2 , Q^2 , predictive performance, bootstrapping, and path significance.

c) Mediation analysis

Significant $X \rightarrow Y$, $X \rightarrow M$, $M \rightarrow Y$ paths and indirect effect ($p < 0.05$), acceptable VAF, and non-zero confidence intervals.

d) Group difference testing across demographic characteristics

PLS-MGA following MICOM; $p < 0.05$ indicates significant differences.

CHAPTER 4. RESEARCH RESULTS AND DISCUSSION

4.1. Overview of tourism in Vietnam's Central Highlands

4.1.1. *Tourism potential of the Central Highlands*

The Central Highlands spans five provinces, home to 6+ million people and 49 ethnic groups, with diverse cultures and customs. Its varied terrain and climate support both agriculture and tourism, while strong heritage assets, traditional villages, festivals, crafts, and the UNESCO-recognized Space of Gong Culture, enable distinctive tourism product development. UNESCO

4.1.2. *Selected tourism development policies in the Central Highlands*

The Central Highlands has adopted tourism policies aligned with national strategies and provincial priorities. Nationally, the framework includes the 2017 Tourism Law, major Party resolutions (e.g., 08-NQ/TW, 2017; 23-NQ/TW, 2022), and tourism planning toward 2045, while each province translates these into locally tailored programs and action plans.

4.1.3. *Current status of tourism development in the Central Highlands*

In 2023, tourism in the Central Highlands grew strongly, led by Lam Dong with 8.6 million visitors and VND 15.5 trillion in revenue, while Dak Lak, Gia Lai, Kon Tum, and Dak Nong also recorded positive gains. The region is increasingly prioritizing ecotourism, community-based tourism, and wellness/health-care tourism going forward.

4.2. Sample characteristics of the quantitative study

The main survey obtained 450 valid responses from 600 questionnaires, meeting the required sample size. The sample is reasonably diverse across gender, age, organization type, ethnicity, firm size, and business sector, supporting dataset representativeness and the study's generalizability.

4.3. Common method bias assessment

Given the self-reported survey design, CMB was assessed using Kock's (2015) full collinearity test (VIF) (Podsakoff et al., 2003). All latent-construct VIFs ranged from 1.000 to 2.025, below 3.3, suggesting CMB is unlikely to bias the structural estimates and supporting the robustness of the model results.

4.4. Assessment of the measurement model

4.4.1. Assessment of the first-order measurement model

The first-order measurement model assessment indicates that all indicators met the recommended thresholds: outer loadings ≥ 0.708 ; Cronbach's alpha and composite reliability (CR) > 0.70 ; and average variance extracted (AVE) > 0.50 . Discriminant validity was confirmed using cross-loadings, the Fornell–Larcker criterion, and HTMT (< 0.85).

4.4.2. Assessment of the second-order measurement model

4.4.2.1. Assessment of the formative (hierarchical) model

Formative (hierarchical) model. The higher-order constructs (OCB, OCO, OPCB) show adequate convergence ($\beta > 0.84$; $R^2 > 0.70$). All VIF < 3 , indicating no multicollinearity, and all indicator weights are significant ($p \leq 0.05$), supporting the formative specification.

Reflective model. All indicators have outer loadings ≥ 0.708 ; reliability is strong (Cronbach's alpha = 0.884; CR $>$ threshold). AVE > 0.50 confirms convergent validity, while discriminant validity is supported by cross-loadings, HTMT < 0.85 , and Fornell–Larcker. All estimates are significant ($p < 0.05$).

4.5. Assessment of the structural model

4.5.1. Collinearity assessment

All inner VIF < 3 , indicating no multicollinearity and supporting stable, distinct structural relationships.

4.5.2. Model fit assessment

An SRMR value below 0.12 indicates an acceptable fit between the hypothesized model and the observed data, supporting consistency between theoretical expectations and empirical patterns.

4.5.3. Explanatory power of the model

All R^2 values exceed 0.10, indicating meaningful explanatory power: OCB = 44.6%, OPCB = 50.2%, and OCO = 26.2%. Most f^2 effects are small but meaningful, with QWL \rightarrow OPCB showing a comparatively large effect, highlighting QWL's key role in shaping organizational perceptions.

4.5.4. Predictive relevance

The model shows modest predictive relevance: $Q^2 = 0.180$ for OPCB and $Q^2 = 0.125$ for OCO. The q^2 effects of QWL and OCO are small but non-trivial, while OPCB contributes minimally ($q^2 = 0.014$).

4.5.5. Bootstrapping assessment

Bootstrapping with 5,000 subsamples shows all path coefficients are positive, significant, and within the 95% CIs, supporting the robustness of the estimates and all hypotheses.

4.5.6. Hypothesis testing results

As shown in Table 4.13, all path coefficients are positive and significant, supporting all hypotheses. Overall, the results align with theoretical expectations and the Central Highlands tourism context.

Table 4.13. Hypothesis testing results

Hypothesis	Relationship	P-values	Conclusion
H1	QWL → OCB	0,000	Supported
H2	QWL → OCB	0,000	Supported
H3	OPCB → OCB	0,004	Supported
H4	QWL → OCO	0,000	Supported
H5	OPCB → OCO	0,001	Supported
H6	QWL → OPCB	0,000	Supported
H7	QWL → OCO → OCB	0,000	Supported
H8	QWL → OPCB → OCB	0,005	Supported

Source: Research results (2024).

4.6. Mediation analysis

4.6.1. Direct effects

All direct effects are significant ($p < 0.05$). QWL strongly predicts OPCB ($\beta = 0.709$), OCB ($\beta = 0.401$), and OCO ($\beta = 0.363$). OPCB has smaller effects on OCO ($\beta = 0.190$) and OCB ($\beta = 0.163$), while OCO → OCB is meaningful ($\beta = 0.222$).

4.6.2. Indirect effects and mediation mechanisms

All indirect effects are significant ($p < 0.05$). OPCB and OCO provide complementary mediation for $QWL \rightarrow OCB$ ($VAF = 36.04\%$, $CI: 0.220-0.458$), indicating partial mediation and suggesting room for additional mediators.

4.6.3. Total effects

All total effects are statistically significant ($p < 0.05$). QWL exhibits the strongest total influence on OCB ($\beta = 0.627$), OPCB ($\beta = 0.709$), and OCO ($\beta = 0.497$). OPCB affects OCB ($\beta = 0.206$) and OCO ($\beta = 0.190$), with OCO serving as a more effective transmission channel in the overall mechanism.

4.7. Group differences across demographic segments

4.7.1. Gender

Gender moderates $QWL \rightarrow OPCB$: the effect is stronger for males ($\beta = 0.802$) than females ($\beta = 0.430$) ($\Delta = 0.373$; $p = 0.000$), suggesting men respond more strongly, possibly due to role/income pressures and local cultural dynamics.

4.7.2. Age

Age moderates $QWL \rightarrow OPCB$: the under-25 group has the strongest effect ($\beta = 0.842$), higher than the above-40 group ($\beta = 0.630$) by $\Delta = 0.212$ ($p = 0.000$). This suggests younger employees respond more to flexibility and learning opportunities, while older employees prioritize stability and sustainability values.

4.7.3. Ethnicity

Ethnicity moderates $OPCB \rightarrow OCO$: the Kinh group shows a weaker effect than Gia Rai ($\Delta = -0.483$; $p = 0.032$) and Ede ($\Delta = -0.677$; $p = 0.024$). Ede is also stronger than other minorities ($\Delta = 0.752$; $p = 0.030$). This pattern suggests stronger sensitivity to organizational perceptions among Ede and Gia Rai employees, while Kinh employees may rely more on economic and career considerations.

4.7.4. Organization type

Organization type moderates the effects: $QWL \rightarrow OCB$ is negative in private firms but positive in LLCs and JSCs. $QWL \rightarrow OPCB$ is strongest in

LLCs, likely due to differences in management practices and HR governance across forms.

4.7.5. Organization size

Organization size significantly moderates the relationship QWL → OPCB. The effect is stronger in very small and large organizations. Small and medium-sized organizations may need to improve support systems and HR policies to enhance employees' perceptions and engagement.

4.7.6. Business sector

Business sector moderates QWL → OPCB: the effect is strongest in accommodation, followed by travel/transport, and weaker in entertainment and support services, likely due to less developed HR practices.

4.8. Discussion of the findings

4.8.1. Discussion of the research model

The findings support the model's fit and all hypotheses. QWL has the strongest effect on OCB, directly and via OPCB and OCO, with OCO as the stronger mediator.

4.8.2. Discussion of the measurement scales and hypotheses

The dissertation proposes an integrated model explaining OCB through QWL, while testing two mediators (OCO, OPCB) and demographic moderation. The measures and model show adequate reliability and fit, and results are triangulated with expert feedback and prior studies. The structural model indicates significant positive effects of QWL ($\beta = 0.401$), OCO ($\beta = 0.222$), and OPCB ($\beta = 0.163$) on OCB. A key contribution is complementary mediation via OCO and OPCB (VAF = 36.04%). MGA results show ethnicity moderates QWL → OPCB ($p = 0.004$). Descriptively, QWL is higher in work environment, career development, and safety/security, but lower in job scope, pay–rewards–promotion, and social integration. OCO (especially normative and continuance) is relatively low. In OCB, conscientiousness/professionalism exceeds altruism. Overall, the study clarifies the chain QWL → (OCO, OPCB) → OCB and informs managerial implications for multicultural tourism settings in Vietnam's Central Highlands.

CHAPTER 5. CONCLUSIONS AND MANAGERIAL IMPLICATIONS

5.1. Conclusion

This dissertation develops and validates an integrated model linking QWL, OCO, and OPCB to OCB in tourism organizations in Vietnam's Central Highlands using PLS-SEM (450 valid responses). The results show that QWL, OCO, and OPCB have positive and significant effects on OCB. OCO and OPCB also serve as complementary mediators, accounting for a substantial share of QWL's total effect on OCB (VAF = 36.04%). Multi-group analysis reveals meaningful differences across demographic groups, with ethnicity playing a particularly important role in this multicultural setting. Overall, the findings support targeted efforts to improve QWL, strengthen commitment, and enhance organizational perceptions to promote sustainable OCB.

5.2. Managerial implications

5.2.1. *Improving quality of work life*

Foster an open culture; run engagement activities and onboarding support for ethnic minority employees.

Use KPI-based management and seasonal flexible shifts to boost motivation.

Ensure transparent compensation and clear career pathways.

Apply scheduling/rostering management technologies.

Invest in working conditions and communicate policies consistently over the long term.

Make appraisal–promotion criteria transparent and support individual development.

Strengthen managerial support.

5.2.2. *Strengthening organizational commitment*

Build a transparent culture; communicate community-oriented mission; recognize tenure and contributions; align development with CSR.

Offer long-term benefits, clear career tracks, and stable work to increase retention and reduce turnover.

Create a friendly workplace; show appreciation; share vision; integrate local cultural identity to enhance pride and belonging.

5.2.3. Enhancing organizational perceptions of citizenship behavior

Establish rapid feedback channels and personalized support (psychological/financial), especially in high-pressure tourism contexts in the Central Highlands.

Improve two-way communication via regular meetings, actionable feedback, and management training for middle managers.

Upgrade service quality and CSR evidence to strengthen pride and attachment.

Increase pay transparency and publish criteria to reduce perceived bias, especially in family-run firms.

Publicize decision-making processes; maintain open dialogue; clarify recruitment and promotion standards.

5.2.4. Promoting organizational citizenship behavior

Encourage helping behaviors through team training, internal mentoring, and recognition of peer support.

Provide training in professional communication and emotional regulation; use anonymous feedback to sustain a harmonious, cross-cultural workplace.

Celebrate initiatives; use internal communication tools effectively; launch innovation campaigns to boost engagement.

Tailor soft-skill training by employee level; communicate clearly; promote solution-oriented thinking.

Make rewards transparent; train professional ethics; communicate rules visually; use flexible monitoring tools.

5.2.5. Managerial implications by demographic segments

5.2.5.1. Gender

For male employees, organizations should ensure transparent pay and promotion practices, clarify career pathways, and provide appropriate well-being support. For female employees, priority should be given to flexible work arrangements, stronger work–family balance support, and improved internal communication and psychosocial assistance.

5.2.5.2. *Age*

Under 25, prioritize skill training, flexible work assignments, and timely recognition to encourage creativity. For employees aged 25–40, provide long-term benefits, flexibility, and clear promotion paths to sustain commitment. For those over 40, ensure a stable, supportive environment with stronger health benefits and greater involvement in decision-making.

5.2.5.3. *Ethnicity*

Kinh: clear career paths + individual recognition; Gia Rai: collective programs + family/community support + transparency; Ede: embed gender equality and traditional values in HR (training, welfare, communication); Other minorities: basic welfare + education/health support + skills training + actions to improve organizational perceptions.

5.2.5.4. *Organization type*

Clearer, standardized policies → stronger rights awareness and attachment. Private firms/cooperatives: less standardization, relationship-based → weaker fairness perceptions and commitment.

5.2.5.5. *Organization size*

Micro: QWL integrated into daily leadership and culture. Small: clearer policies, trained supervisors, two-way feedback, personalized support. Medium/Large: invest in HRTech, strong benefits, professional culture for engagement and retention.

5.2.5.6. *Business sector*

Restaurants/cafés: friendly climate, strong internal communication, recognize individual contributions; Hotels: stronger support, better task allocation, flexible shifts to reduce pressure; Other sectors: tailored HR policies, better communication, more flexibility, continuous learning/skills development.

5.3. Limitations and future research directions

Sampling was not fully random, so future studies should use probability-based designs where feasible. Additional mediators/moderators (e.g., leadership, culture) may further clarify the mechanism. Replication in other regions and service industries is needed to strengthen generalizability.