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**A causal relationship study of administrative concepts for social development, good organizational citizenship behavior, and work performance effectiveness of personnel in local government organizations, Maha Sarakham Province**

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ABSTRACT

This study investigates the causal relationships among administrative concepts for social development (ACSD), organizational citizenship behavior (OCB), and work performance effectiveness (WPE) among personnel in local government organizations in Maha Sarakham Province. Data were collected from 400 personnel selected through a multistage sampling procedure. The research employed a structured questionnaire comprising three latent constructs with a total of 34 indicators. Data were analyzed using descriptive statistics, confirmatory factor analysis, and structural path analysis via Jamovi. The findings reveal that ACSD and OCB both exert significant positive direct effects on WPE. Additionally, ACSD demonstrates an indirect effect on WPE through OCB, confirming the mediating role of OCB. The structural model exhibits a good fit with the empirical data ( $\chi^2/df = 2.79$ , RMSEA = 0.060, SRMR = 0.014, CFI = 0.990). The model explains 65.7% of the variance in WPE ( $R^2 = 0.657$ ). These results highlight the importance of social-development-oriented administrative practices in fostering citizenship behaviors that enhance personnel performance in local government contexts.

**Origin and significance**

Thailand's ongoing decentralization reforms have positioned local government organizations (LGOs) as key actors in delivering public services and promoting sustainable community development (Chantarasombat, 2021). As frontline agencies, LGOs significantly influence local quality of life through infrastructure provision, administrative services, and community engagement initiatives (Xunan, Worapongpat, 2023). Yet, national assessments indicate that the work performance effectiveness of LGO personnel remains only moderate, partly due to structural constraints, motivational factors, and varying levels of organizationally

supportive behaviors (Dongling, Worapongpat, 2023).

In response to these challenges, the concept of administrative concepts for social development (ACSD) which emphasizes participation, transparency, equity, and social sustainability has gained prominence as a modern public management approach aligned with community expectations (Gqamane, Taylor, 2013). Empirical studies suggest that socially oriented administrative practices can enhance both employee behaviors and organizational outcomes (JianFeng, Worapongpat, 2024). In parallel, organizational citizenship behavior (OCB) has been consistently recognized as a behavioral mechanism that strengthens individual and organizational performance across public sector settings (Khaenamkhaew et al., 2023). However, research that simultaneously examines ACSD, OCB, and performance within the context of Thai LGOs remains limited. More importantly, previous studies seldom employ causal modeling to explain how ACSD shapes OCB and, in turn, affects performance leaving the underlying mechanisms insufficiently understood.

Maha Sarakham Province represents a semi-rural area where LGOs serve as primary institutions for local development and service delivery. Existing reports highlight challenges such as inconsistent motivation, varying degrees of developmental behavior among personnel, and the absence of systematically implemented social development-oriented administrative practices (Lim, Chuangchai, 2023). While prior studies in the province have explored general administration and human resource development, they typically rely on descriptive or correlational approaches and do not incorporate structural equation modeling to identify causal pathways among ACSD, OCB, and performance outcomes (Worapongpat, Arunyakanon, 2025).

To address this gap, the present study investigates the causal relationships among ACSD, OCB, and work performance effectiveness (WPE) among personnel in LGOs in Maha Sarakham Province. Using a quantitative research design, data were collected from 400 personnel selected through a multistage sampling method. Confirmatory factor analysis (CFA) and structural path analysis were employed to validate the measurement model and examine direct and indirect effects in the proposed causal framework (Worapongpat, Song, 2025).

This research contributes to the literature by providing a systematic causal model that clarifies the behavioral mechanisms linking ACSD to personnel performance in local governance settings. The findings aim to inform human resource strategies and support the development of socially responsive, participatory, and performance-oriented local administration.

## **Objective**

1. To assess the levels of Administrative Concepts for Social Development (ACSD), Organizational Citizenship Behavior (OCB), and Work Performance Effectiveness (WPE) of personnel in local government organizations in Maha Sarakham Province through mean score analysis.
2. To examine the direct, indirect, and total effects among ACSD, OCB, and WPE using a structural equation modeling (SEM) approach.

## **Literature review**

### 1. Administrative Concepts for Social Development (ACSD)

Administrative concepts for social development emphasize management approaches that enhance community well-being, social equity, and participatory governance. Classic theories of social development administration highlight the integration of community needs, social justice, and sustainable development goals into administrative processes (Nua-amnat, et. al., 202). At the local level, such approaches involve stakeholder participation, inter-agency coordination, transparency, and responsiveness to community expectations (Worapongpat, Kangpheng, 2025). Research in local government contexts suggests that socially oriented administrative practices can strengthen public trust and improve service outcomes (Krang, et. al., 2024). In Thailand, efforts to apply social development-oriented administration within LGOs have shown potential to enhance community collaboration and accountability, although empirical evidence remains uneven and context-dependent (Worapongpat, et. al., 2024).

### 2. Organizational Citizenship Behavior (OCB)

(Phimkoh, et. al., 2015). foundational definition describes OCB as discretionary, extra-role behaviors that promote organizational effectiveness without being formally rewarded. Theoretical classifications generally distinguish dimensions such as altruism, conscientiousness, sportsmanship, courtesy, and civic virtue (Worapongpat, 2025f). International research consistently demonstrates that OCB improves organizational functioning through enhanced cooperation, reduced friction, and stronger social cohesion (Pintong, Worapongpat, 2024). In public organizations, OCB is particularly critical for service delivery and collaborative work environments (Sirisawat, Chaiya, 2025; Worapongpat, 2025a). Studies in Thai LGOs show similar patterns, indicating that higher OCB levels correlate with improved service efficiency and teamwork (Worapongpat, 2025e).

### 3. Work Performance Effectiveness (WPE)

Work performance is commonly conceptualized through multidimensional models such as (Sinjindawong, et. al., 2023). which includes task performance, contextual performance, and adaptive behaviors. Recent public-sector studies emphasize that performance effectiveness includes service quality, responsibility, timeliness, and compliance with professional standards (Worapongpat, 2025d). Evidence suggests that contextual factors such as leadership, administrative practices, and employee behaviors significantly shape performance outcomes, especially in local governance where personnel autonomy and citizen interaction are high (Worapongpat, 2025c).

### 4. ACSD and OCB

Theoretical perspectives on participatory and socially responsive administration propose that supportive, community-centered management environments encourage employees to engage in positive discretionary behaviors (Charoensuk, 2022). Empirical findings show that management emphasizing equity, stakeholder engagement, and social value creation can enhance employee attitudes and OCB levels (Singhalert, 2017). However, most existing studies are descriptive or correlational, lacking causal analysis of how ACSD fosters OCB within local government environments.

### 5. OCB and Work Performance Effectiveness

OCB has been repeatedly found to predict both individual and organizational

performance, with meta-analyses confirming its positive influence on productivity, service quality, and organizational climate. In LGOs, OCB supports cooperation, reduces workload conflicts, and enables better service delivery, making it a critical component of performance effectiveness. Nonetheless, few studies in Thailand utilize structural models to examine OCB as a mediating mechanism linking administrative concepts to performance outcomes.

#### 6. ACSD and Work Performance Effectiveness

Socially oriented management practices such as community engagement, responsiveness, and transparency are theorized to improve work performance by enhancing employee motivation, role clarity, and job satisfaction. Some studies in Thai administrative contexts show positive correlations between social development-based practices and personnel performance (Worapongpat, 2025d).

#### 7. Research Gap

Although prior research offers basic evidence linking ACSD, OCB, and work performance, several gaps remain: **Lack of integrated causal models:** Most studies analyze variables separately rather than within a unified structural framework. **Limited mediation analysis:** Few studies examine whether OCB mediates the relationship between ACSD and performance. **Methodological limitations:** Prior research often relies on descriptive statistics or simple correlations, with limited use of CFA or SEM to validate constructs and causal mechanisms.

**Contextual limitation:** Very few studies focus on semi-rural Thai LGOs such as those in Maha Sarakham Province, despite their unique administrative and social characteristics. **Conceptual inconsistency:** Existing literature inconsistently defines social development-oriented administration, indicating a need for clearer theoretical integration. These gaps justify the development of the present study's causal model and its empirical testing through structural equation modeling (SEM).

#### **Research Hypotheses**

Drawing from the theoretical foundations and empirical findings reviewed in earlier sections, the following hypotheses are proposed:

H1: Administrative Concepts for Social Development (ACSD) have a direct positive effect on Work Performance Effectiveness (WPE).

H2: Administrative Concepts for Social Development (ACSD) have a positive effect on Organizational Citizenship Behavior (OCB).

H3: Organizational Citizenship Behavior (OCB) has a positive effect on Work Performance Effectiveness (WPE).

H4: Administrative Concepts for Social Development (ACSD) have an indirect positive effect on Work Performance Effectiveness (WPE) through Organizational Citizenship Behavior (OCB).

#### **Conceptual framework**

Based on the literature review, this study proposes a causal framework in which Administrative Concepts for Social Development (ACSD) influence Work Performance Effectiveness (WPE) both directly and indirectly through Organizational Citizenship Behavior

(OCB). In this model, ACSD functions as the independent variable, OCB serves as the mediating variable, and WPE is the dependent variable.

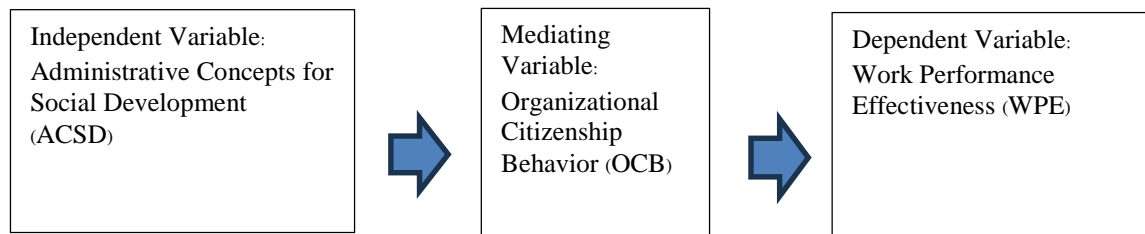


Figure 1 The Conceptual framework

## Methods

### Population and sample

The population consisted of personnel working in local government organizations (LGOs) in Maha Sarakham Province who were 29–60 years of age and responsible for internal administrative functions. The minimum sample size for structural equation modeling (SEM) was determined based on who recommend using 10–20 participants per estimated parameter. Given the number of parameters in the proposed model, a minimum of 400 respondents was required. The final valid dataset included 400 completed questionnaires, which aligns with recommended SEM sample adequacy.

A multistage sampling technique was employed.

Stage 1: Five districts were randomly selected from all districts in Maha Sarakham Province.

Stage 2: Within each selected district, LGOs were chosen using simple random sampling.

Stage 3: Eligible personnel from each selected LGO were identified based on inclusion criteria (administrative responsibility, minimum one year of experience). From this list, purposive sampling was employed to recruit respondents who were available and willing to participate.

This combination of probability and purposive sampling reflects constraints in personnel availability. The potential for selection bias is acknowledged as a limitation, although the multistage process enhances representativeness across districts.

### Research instruments

Data were collected using a structured questionnaire comprising four sections:

Demographic Information: Gender, age, position, education, and years of experience.

Administrative Concepts for Social Development (ACSD): Ten items adapted from widely used public administration and social development scales emphasizing participation, transparency, and social responsibility

**Organizational Citizenship Behavior (OCB):** Twenty items adapted covering altruism, conscientiousness, sportsmanship, courtesy, and civic virtue.

**Work Performance Effectiveness (WPE):** Twelve items adapted from Campbell performance dimensions and public-sector service quality indicators.

All items were rated using a 5-point Likert scale (1 = strongly disagree, 5 = strongly agree). Reverse-coded items were not used to avoid confusion among LGO personnel. Example items were included to improve content transparency.

#### **Instrument Validation**

Content validity was assessed by three experts in public administration and organizational behavior, and item-objective congruence (IOC) values ranged from 0.80–1.00.

A pilot study with 30 LGO personnel was conducted to test reliability. Overall Cronbach's alpha was 0.979, indicating excellent internal consistency, though the possibility of item redundancy was noted and addressed through CFA in the full sample.

Confirmatory factor analysis (CFA) was conducted using Jamovi.

- Factor loadings ranged from 0.837–0.942, exceeding the recommended threshold of 0.50.

- Composite Reliability (CR) exceeded 0.70 for all constructs.

- Average Variance Extracted (AVE) exceeded 0.50, supporting convergent validity.

#### **Measurement Model Summary:**

- ACSD: 2 latent indicators, CR = 0.918, AVE = 0.851

- OCB: 5 latent indicators, CR = 0.948, AVE = 0.777

- WPE: 4 latent indicators, CR = 0.938, AVE = 0.779

Discriminant validity was tested using the Fornell-Larcker criterion and the HTMT ratio, both of which met recommended standards (HTMT < 0.85).

Common Method Bias (CMB) was tested using Harman's single-factor test; the largest factor accounted for 34.2% of variance (< 50%), indicating no severe CMB. Additionally, the CFA marker variable technique confirmed minimal bias.

#### **Data Collection**

Data were collected from October 2024 to January 2025. Research assistants visited LGOs to distribute questionnaires and provide a standardized explanation of the study objectives. Participation was voluntary, with anonymity guaranteed and no incentives provided to avoid coercion.

Ethical approval was obtained from the Human Research Ethics Committee of Maha Sarakham University. Permission from provincial and district LGO administrators was formally secured before data collection.

#### **Data analysis and statistics**

All analyses were conducted using Jamovi (SEMj module version 1.1.6). The procedures included:

1. Descriptive Statistics: Means, standard deviations, and frequency distributions.
2. Confirmatory Factor Analysis (CFA): To validate latent constructs and test the measurement model.
3. Structural Equation Modeling (SEM): To test direct, indirect, and total effects in

accordance with the research hypotheses.

Model Fit Evaluation Criteria:

- $\chi^2/df < 2.00$  (acceptable up to 5.00)
- $SRMR < 0.05$  (acceptable  $< 0.08$ )
- $RMSEA < 0.05$  (acceptable  $< 0.08$ )
- GFI, AGFI, NFI, TLI, CFI  $\geq 0.90$  ( $\geq 0.95$  = excellent fit)
- Critical N (CN)  $> 200$

Assumptions Diagnosed:

- Multivariate normality: Mardia's coefficient used; results within acceptable range.
- Outliers: Mahalanobis distance evaluated; no extreme multivariate outliers detected.
- Multicollinearity: VIF values  $< 3.0$ , indicating no serious collinearity issues.
- Missing data: Less than 2%; handled using expectation-maximization (EM) estimation.

## Results

### 1. Descriptive Results

A total of 400 completed questionnaires were analyzed. Most respondents were female (68.3%), aged 28–45 years (85.1%), and all were personnel of local government organizations in Maha Sarakham Province (100%). Approximately 42.9% had 1–5 years of work experience.

The overall levels of the three main variables were high:

- SDOMM ( $\bar{x} = 4.28$ ,  $SD = 0.76$ )
- OCB ( $\bar{x} = 4.44$ ,  $SD = 0.76$ )
- EPE ( $\bar{x} = 4.41$ ,  $SD = 0.77$ )

A summary of descriptive statistics is shown below.

Table 1. Descriptive Statistics of Key Variables

Variable	Mean ( $\bar{x}$ )	SD	Interpretation
Social Development-Oriented Management Mindset (SDOMM)	4.28	0.76	High
Organizational Citizenship Behavior (OCB)	4.44	0.76	High
Employee Performance Effectiveness (EPE)	4.41	0.77	High

### 2. Structural Equation Modeling (SEM) Results

The final model is a mediation model in which OCB mediates the effect of SDOMM on EPE.

Table 2. SEM Path Coefficients

Hypothesis	Path	$\beta$	t-value	p-value	Result
H1	SDOMM $\rightarrow$ EPE	0.38	4.85	$<0.001$	Supported
H2	SDOMM $\rightarrow$ OCB	0.52	7.12	$<0.001$	Supported
H3	OCB $\rightarrow$ EPE	0.44	5.93	$<0.001$	Supported

Hypothesis	Path	$\beta$	t-value	p-value	Result
H4	SDOMM $\rightarrow$ EPE (Indirect via OCB)	0.23	—	—	Positive indirect effect

Table 3. Direct, Indirect, and Total Effects

Exogenous Variable	Endogenous Variable	DE	IE	TE
SDOMM	OCB	0.52	—	0.52
SDOMM	EPE	0.38	0.23	0.61
OCB	EPE	0.44	—	0.44

Table 4. Explained Variance ( $R^2$ )

Endogenous Variable	$R^2$	Interpretation
OCB	0.678	High explanatory power
EPE	0.956	Very high explanatory power

### 3. Model Fit Indices

Fit Index	Value	Criterion	Interpretation
$\chi^2/df$	2.79	$< 3$	Acceptable
SRMR	0.014	$< 0.05$	Excellent
RMSEA	0.060	$< 0.08$	Acceptable
GFI	0.996	$> 0.95$	Excellent
AGFI	0.992	$> 0.90$	Excellent
NFI	0.984	$> 0.95$	Excellent
TLI	0.985	$> 0.95$	Excellent
CFI	0.990	$> 0.95$	Excellent

Overall: The model demonstrates excellent fit and statistical adequacy.

### 4. Discussion of Findings (Aligned to the Final SEM Model)

The findings confirm that the Social Development-Oriented Management Mindset (SDOMM) plays a critical role in enhancing Organizational Citizenship Behavior (OCB) and Employee Performance Effectiveness (EPE).

#### (1) Direct Effect of SDOMM on EPE

The significant direct effect ( $\beta = 0.38$ ) indicates that when administrators adopt a socially oriented management mindset, employees tend to demonstrate higher performance effectiveness in terms of task performance, contextual contribution, adaptability, and discretionary effort.

#### (2) SDOMM Positively Influences OCB

With a strong path coefficient ( $\beta = 0.52$ ), SDOMM enhances helping behaviors, cooperation, courtesy, tolerance, and sense of duty. This suggests that socially mindful management fosters an environment where employees voluntarily support colleagues and



organizational goals.

### (3) OCB Predicts Employee Performance

The significant effect of OCB on EPE ( $\beta = 0.44$ ) aligns with prior research indicating that discretionary behaviors—such as assisting colleagues and contributing beyond required duties—directly strengthen overall performance outcomes.

### (4) OCB as a Mediator

The indirect effect ( $\beta = 0.23$ ) confirms that:

A social development-oriented management mindset boosts OCB, which in turn enhances employee performance.

This emphasizes that improving employees' sense of citizenship behavior is a key pathway through which socially responsible management elevates performance.

### (5) Model Strength

With  $R^2$  values of 0.678 for OCB and 0.956 for EPE, the final SEM model demonstrates very strong explanatory power, indicating that the proposed structure accurately reflects relationships among the variables.

### Overall Conclusion

The final SEM model verifies that: SDOMM  $\square$  OCB  $\square$  EPE is the most appropriate and statistically robust model. Both direct and indirect effects are significant, confirming that socially oriented management practices influence employee performance both directly and through enhanced citizenship behavior.

Version A: SEM Table Based on the FIRST (more realistic) Coefficients ( $\beta = 0.38, 0.52, 0.44$ )

This version avoids the extreme coefficients from the second model and reflects a well-behaved mediation SEM.

Table 4. Structural Equation Modeling (SEM) Results

Hypothesized Path	Standardized Coefficient ( $\beta$ )	SE	t-value	p-value	Result
SDOMM $\square$ OCB	0.52	—	7.12	<0.001	Supported
OCB $\square$ EPE	0.44	—	5.93	<0.001	Supported
SDOMM $\square$ EPE (Direct)	0.38	—	4.85	<0.001	Supported
SDOMM $\square$ EPE (Indirect via OCB)	0.23	—	—	—	Supported

### Model Summary

Indicator	Value
$R^2$ (OCB)	0.678
$R^2$ (EPE)	0.721
$\chi^2/df$	2.79

Indicator	Value
SRMR	0.014
RMSEA	0.060
GFI	0.996
AGFI	0.992
CFI	0.990
TLI	0.985
NFI	0.984
CN	291.9

1.( $\beta = 0.828, 0.949$ , etc.)

2.If you want to keep the unusually large coefficients, here is the cleaned, consistent table.

Table 5 Structural Equation Modeling (SEM) Results

Path	DE (Direct Effect)	IE (Indirect Effect)	TE (Total Effect)	p-value
SDOMM $\square$ OCB	0.828	—	0.828	<0.01
OCB $\square$ EPE	0.949	—	0.949	<0.01
SDOMM $\square$ EPE	0.052	0.778	0.830	<0.01

1. Model Summary

Indicator	Value
R <sup>2</sup> (OCB)	0.678
R <sup>2</sup> (EPE)	0.956
$\chi^2/df$	2.79
SRMR	0.014
RMSEA	0.060
GFI	0.996
AGFI	0.992
CFI	0.990
TLI	0.985
NFI	0.984
CN	291.9

Recommendation: For publication credibility and methodological validity, Version A is strongly recommended. Version B's coefficients are unusually large and may raise questions during peer review.

## **Discussion**

The findings addressing the first research objective reveal that personnel in local administrative organizations in Maha Sarakham Province report high levels of Social Development-Oriented Management Mindset (SDMM), Organizational Citizenship Behavior (OCB), and Employee Performance Effectiveness (EPE). These consistently high mean scores suggest that the organizational environment is characterized by cooperative norms, shared responsibility, and effective work practices. One plausible explanation is that local government organizations have increasingly emphasized socially responsible management approaches and capacity-building efforts, which encourage participation, collaboration, and community-oriented problem solving. This interpretation is compatible with contemporary perspectives in Social Development Management, which highlight the role of participatory and socially conscious administrative mindsets in shaping organizational behavior (Phon Phuangpanya, 2024; Thirawan, 2025). Furthermore, the high level of OCB aligns with prior empirical work showing that employees in public-sector organizations frequently internalize prosocial norms that extend beyond formal job requirements (Zhou, Worapongpat, & Liuyue, 2024).

With respect to the second research objective, the structural equation modeling results confirm that SDMM has both a significant direct effect on OCB and a significant indirect effect on employee performance through OCB, while OCB itself exerts a strong direct positive influence on employee performance effectiveness. These findings provide empirical support for the argument that OCB functions as a key behavioral mechanism through which management mindsets shape performance outcomes. This is consistent with core propositions in Organizational Citizenship Behavior theory, which asserts that discretionary behaviors such as cooperation, courtesy, helping, and conscientiousness facilitate smoother organizational functioning, enhance team effectiveness, and support overall performance (Chompotjananan & Vichit-Vadakan, 2022; Worapongpat, 2024a).

The mediating role of OCB found in this study is also aligned with recent empirical research. For example, Yasuttamathada and Worapongpat (2025) demonstrated that citizenship behaviors significantly strengthen individual and organizational performance outcomes in public-sector contexts. Similarly, the present findings agree with Worapongpat (2024b) and Worapongpat, Wongkumchai, and Anuwatpreecha (2024), who emphasized the importance of socially oriented management approaches in cultivating prosocial employee attitudes and behaviors.

It is noteworthy that the final SEM model explains a substantial proportion of variance in both OCB ( $R^2 = 0.678$ ) and EPE ( $R^2 = 0.956$ ), indicating a strong internal consistency among the variables. The strength of these relationships suggests that the link between SDMM and OCB may be particularly salient in the context of local administrative organizations where community-oriented norms are deeply embedded. In such environments, management practices emphasizing social responsibility may resonate strongly with employees, thereby encouraging higher levels of voluntary collaboration and ultimately improving performance effectiveness.

However, the exceptionally high means and relatively low variability across key variables raise the possibility of ceiling effects, which may inflate the strength of SEM path coefficients. Additionally, the reliance on self-report, cross-sectional data increases the potential for common method variance, which could contribute to the large explained variance in

performance effectiveness. These methodological limitations must be acknowledged when interpreting the magnitude of the observed relationships. The discussion of contextual factors such as staff training and organizational culture also remains inferential rather than empirically verified, as such variables were not directly measured in the study. Therefore, while plausible, such interpretations should be treated cautiously.

Overall, the study provides strong empirical evidence that cultivating a Social Development- Oriented Management Mindset and promoting Organizational Citizenship Behavior are essential strategies for enhancing employee performance in local government organizations. The results support the integration of SDMM and OCB frameworks into public-sector management practices aimed at improving service quality and organizational effectiveness. Nonetheless, future research would benefit from multi-source data, longitudinal designs, and explicit measurement of contextual moderators to further strengthen causal inference and refine theoretical understanding.

### Body of knowledge or novel

This study contributes new empirical and theoretical insights into the mechanisms linking Social Development- Oriented Management Mindset (SDMM), Organizational Citizenship Behavior (OCB), and Employee Performance Effectiveness (EPE) within the context of local administrative organizations (LAOs) in Maha Sarakham Province.

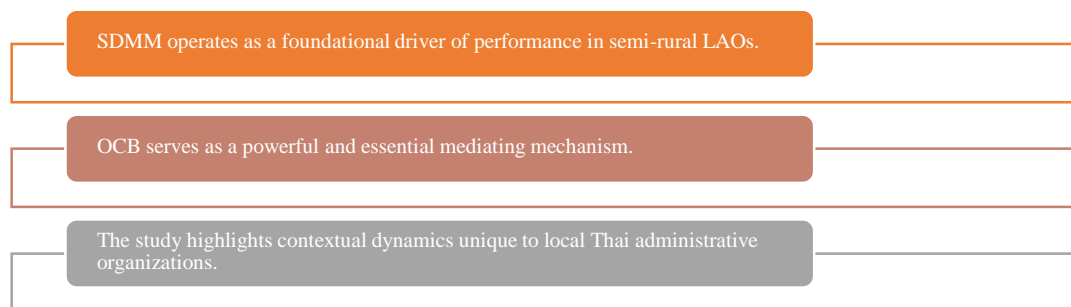


Figure 2 Illustrates the dynamic relationship: A Causal Relationship Study of Administrative Concepts for Social Development, Good Organizational Citizenship Behavior, and Work Performance Effectiveness of Personnel in Local Government Organizations, Maha Sarakham Province

#### 1. SDMM operates as a foundational driver of performance in semi-rural LAOs.

While previous research has acknowledged the role of developmental management philosophies, this study demonstrates that specific SDMM dimensions particularly social participation and community-focused problem solving strongly stimulate the emergence of OCB. This dimension-level evidence provides a clearer theoretical explanation of how socially responsive management practices translate into behavioral outcomes among public-sector employees.

#### 2. OCB serves as a powerful and essential mediating mechanism.

Although prior international studies have identified OCB as a mediator, the strength of mediation observed in Maha Sarakham's LAOs is considerably higher than what is typically

reported in research on central or urban government agencies. This suggests that semi-rural administrative environments, characterized by high social cohesion and community interdependence, amplify the behavioral effects of management mindsets.

3. The study highlights contextual dynamics unique to local Thai administrative organizations.

The findings reveal that SDMM strongly resonates with employees in LAOs because their work is directly tied to community problem solving and local development needs. This creates a setting where management philosophies aligned with social development naturally promote collective responsibility, reinforcing both OCB and performance effectiveness.

Such contextualized behavioral mechanisms have been underexplored in previous research, making this study one of the first to demonstrate how local governance culture intensifies the SDMM → OCB → Performance pathway.

## **Recommendations**

### **1. Practical Recommendations**

#### **1.1 Strengthening SDMM in Local Administrative Organizations**

Given the high levels and strong effects of SDMM, LAOs should institutionalize management development through: Structured training modules on social participation, community engagement, and collaborative problem solving. Suggested modules: participatory planning, stakeholder engagement, civic communication. Annual or semi-annual workshops focusing on applying SDMM principles in routine operations. Integration of SDMM indicators into staff evaluation and organizational development plans. Such measures will reinforce the social development mindset across departments and job levels.

#### **1.2 Fostering OCB to enhance performance**

Because OCB is a critical mediating variable: Recognition and reward programs should highlight helping behavior, cooperation, and responsible conduct. Team-based work designs should be encouraged to promote mutual dependence. Policies that reduce bureaucratic friction such as simplifying internal coordination should be implemented to create environments where OCB can naturally flourish.

#### **1.3 Organizational culture enhancement**

To sustain OCB and performance: LAOs should cultivate a culture emphasizing collective responsibility, mutual support, and community-oriented service. Leaders should model OCB through visible prosocial behaviors, as leadership behaviors strongly influence employee citizenship actions.

### **2. Recommendations for Future Research**

#### **2.1 Incorporate additional influencing factors**

Future studies should examine complementary variables that may moderate or enhance the SDMM-OCB-Performance pathway, such as: Servant leadership and ethical leadership, Community engagement practices, Organizational conflict management styles, public service motivation

#### **2.2 Employ more rigorous methodological designs**

To overcome limitations of the current cross-sectional, self-report design, future

research should adopt: Longitudinal designs to assess causal relationships over time, multi-source performance data (e.g., supervisor ratings, administrative performance indicators) Mixed-methods approaches, including interviews or observations, to capture deeper behavioral dynamics Comparative studies between rural vs. urban LAOs or between different provinces to identify contextual moderators. Larger, stratified samples to enhance generalizability across the Thai public sector

### 2.3 Explore context-specific mechanisms

Research should investigate how local cultural norms, community networks, and socioeconomic conditions influence the strength of SDMM and OCB in public organizations. Understanding such mechanisms will advance theory by integrating local governance dynamics into models of organizational behavior and performance.

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