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LAC HONG UNIVERSITY



LE VIET ANH

**FACTORS INFLUENCING ORGANISATIONAL CITIZENSHIP
BEHAVIOUR: A STUDY OF TOURISM ORGANISATIONS IN
VIETNAM'S CENTRAL HIGHLANDS**

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2. Anh, L. V., & Phong, V. T. (2024). Quality of work-life, job satisfaction, and organizational commitment of employees. *International Journal of Human Resource Development and Management*, 14(1), 1–29.
3. Anh, L. V., & Phong, V. T. (2024). Antecedents and consequences of employee-based brand equity: A case of tourism businesses in Middle Highlands of Vietnam. *SBS Journal of Applied Business Research (SBS-JABR)*, 12, 11–38.

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2. Lê Việt Anh. (2026). *Thúc đẩy hành vi tổ chức xanh của nhân viên thông qua quản trị nhân sự xanh: Vai trò trung gian của hỗ trợ tổ chức xanh*. Tạp chí Kinh tế - Tài chính, (12), 136–139.

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 behaviour: 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*

Organisational citizenship behaviour (OCB) is a voluntary, multidimensional form of behaviour that contributes to improving organisational performance and sustainable development in the context of global competition (Boon et al., 2025; Ramos & Ellitan, 2023). This behaviour is closely associated with management practices, the work environment, and organisational culture (Akpór-Robaro, 2018; Bismala et al., 2023). However, if not properly managed, it may lead to overload and work–life imbalance (Edros et al., 2020), thereby requiring an integrated theoretical model.

OCB has been studied for more than 40 years through over 6,000 publications, drawing on multiple theoretical foundations such as social exchange theory, social identity theory, psychological contract theory, social learning theory, and person–organisation value fit. In tourism, these theories are commonly applied, yet they remain insufficient to fully explain behaviour in specific contextual settings (Ma & Qu, 2011). In terms of measurement, the scales developed by Organ (1988), Williams and Anderson (1991), and Bettencourt et al. (2001) have been widely used. However, in Vietnam, most studies still rely mainly on unidimensional scales (Podsakoff et al., 1990), which limits more in-depth analysis. The literature indicates five main research streams: (1) individual factors such as psychological capital, personality, and psychological contract; (2) job-related factors such as quality of work life (QWL), professional ethics, and transformational leadership; (3) organisational factors such as justice, corporate social responsibility, and value congruence; (4) social and contextual factors such as organisational culture, digital transformation, recruitment, and warnings about burnout caused by the excessive exploitation of OCB; and (5) integrated models such as Citizenship Fatigue and Green–Harmonious HR.

Nevertheless, research remains limited in distinctive contexts such as the Central Highlands, where enterprises are typically small or medium-sized and strongly community-oriented. The integration of quality of work life (QWL),

organisational commitment (OC), and perception of organisational behaviour (POB) remains underexplored, while demographic factors such as gender, age, and ethnicity have rarely been examined as moderators. In addition, OCB research still lacks mixed-method approaches and the application of technologies such as AI.

Therefore, this dissertation proposes examining OCB through Systems Theory (Von Bertalanffy, 1968) using the IPO model: Input includes QWL, demographic characteristics, and contextual factors; Process includes POB and OC; and Output is OCB, which in turn feeds back into the organisation.

1.1.2. Practical context

Vietnam's tourism industry plays an important role in the national economy, contributing nearly 50% of GDP growth in 2024, with 17.5 million international arrivals and tourism revenue of VND 840 trillion. The Central Highlands has been positioned as a key tourism region thanks to its diverse landscapes and rich cultural heritage; however, it is facing major challenges related to human resource quality. The proportion of professionally trained workers is only 14% (Bui Thi Hanh, 2024), while the demand for digital skills and professional competence is increasing.

More concerningly, OCB in the tourism industry of the Central Highlands has been declining, as reflected in low engagement levels and less positive employee behaviours, which negatively affect service quality and corporate reputation (Alphabe, 2017). Although OCB has been proven to be a key factor in enhancing service quality and organisational reputation, tourism enterprises in Vietnam, particularly in the Central Highlands, have not yet paid sufficient attention to developing this behaviour in a systematic way.

In addition, domestic studies on OCB have mainly examined factors such as justice, support, or the work environment separately, without integrating QWL, OCO, and POB within the tourism sector. The demographic diversity of the Central Highlands further highlights the need for more personalised human resource policies.

1.1.3. Research gap

Although OCB has attracted considerable scholarly attention from multiple perspectives, several theoretical and practical gaps remain to be addressed. First, most existing studies have been conducted in international settings or in relatively standardised organisational environments; therefore, they do not fully reflect the socio-cultural characteristics of highly diverse regions such as the Central Highlands. In contrast, the tourism context of the Central Highlands, characterized by ethnic diversity, dispersed working environments, and flexible organisational structures, may shape how employees perceive the organisation and express OCB in different ways. Therefore, caution is needed when generalizing prior findings to this context.

In addition, previous studies have not fully clarified the overall mechanism linking the variables associated with OCB. Although many studies have confirmed the positive relationship between QWL and OCB, as well as the roles of OCO and POB in explaining this behaviour, most existing evidence has focused only on isolated relationships or single-mediator mechanisms. There have been few studies that integrate QWL, OCO, and POB in a single model to comprehensively test the chain of effects from working conditions to organisational perceptions, psychological attachment, and ultimately OCB. This suggests the lack of a sufficiently strong explanatory framework to show how the work environment is transformed into employees' positive discretionary behaviour.

Moreover, the moderating role of demographic characteristics has not been adequately examined in prior research, especially ethnicity. In the Central Highlands, ethnicity is not merely a descriptive sample variable, but may also be associated with value systems, perceptions of organisational justice, levels of commitment, and the tendency to display OCB. Similarly, factors such as gender, age, organisation type, organisation size, and business field may alter the strength or direction of the relationships among variables in the model. Without considering these moderating factors, the research model would not fully capture the nature of organisational behaviour in the multicultural tourism context of the Central Highlands.

Based on these gaps, This study aims to develop an integrated model that is more suitable for the Vietnamese context in general and the Central Highlands in particular, thereby clarifying the mechanism through which OCB is formed in tourism organisations under the influence of QWL, OCO, POB, and demographic characteristics.

1.2. Research objectives

1.2.1. General objectives

To evaluate the effects of quality of work life, organisational commitment, and perception of organisational behaviour on organisational citizenship behaviour, while also examining the mediating roles of organisational commitment and perception of organisational behaviour, as well as the moderating roles of demographic characteristics in these relationships. Based on the findings, the study aims to propose managerial implications to enhance organisational citizenship behaviour in ways that are appropriate to the human resource characteristics and development conditions of tourism organisations in the Central Highlands.

1.2.2. Specific objectives

To identify and measure the effects of QWL, OCO, and POB on OCB in tourism organisations in the Central Highlands.

To examine the mediating roles of OCO and POB in the relationship between QWL and OCB in tourism organisations in the Central Highlands.

To test the moderating roles of demographic groups, including gender, age, organisation type, ethnicity, organisation size, and business field, in the relationships among QWL, OCO, POB, and OCB in tourism organisations in the Central Highlands.

To propose managerial implications to help tourism organisations in the Central Highlands strengthen employees' OCB.

1.3. Research Questions

This study seeks to answer the following questions:

How do QWL, OCO, and POB influence employees' OCB in tourism organisations in the Central Highlands, and to what extent do these factors affect OCB?

Do OCO and POB play mediating roles in the relationship between QWL and OCB in tourism organisations in the Central Highlands?

Do demographic groups, including gender, age, organisation type, ethnicity, organisation size, and business field, play moderating roles in the relationships among QWL, OCO, POB, and OCB in tourism organisations in the Central Highlands?

What managerial implications should be proposed to enhance employees' OCB in tourism organisations in the Central Highlands?

1.4. Research subject and scope

1.4.1. Research subject

Research subject: the effects of QWL, OCO, and POB on employees' OCB in tourism organisations in the Central Highlands, together with the mediating roles of OCO and POB.

Survey participants: employees currently working in tourism organisations in the Central Highlands, including Kon Tum, Gia Lai, Dak Lak, Dak Nong, and Lam Dong. These organisations operate in various business areas such as restaurants, food and beverage services, entertainment, hotels/accommodation, travel services, and other tourism-related services. The sample includes private enterprises, cooperatives, limited liability companies (LLCs), and joint-stock companies legally operating in the tourism sector within the study area.

1.4.2. Research scope

Content scope: the study focuses on analysing the factors affecting OCB, including QWL, OCO, and POB.

Geographical scope: tourism organisations in the former Central Highlands region, including Kon Tum, Gia Lai, Dak Lak, Dak Nong, and Lam Dong, based on the administrative structure before July 2025. In reference to the current administrative structure, this area corresponds mainly to Quang Ngai, Dak Lak, and Lam Dong.

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

1.5. Research methods

1.5.1. Qualitative study

Qualitative research was conducted to refine the measurement scales adopted from previous studies, provide a basis for developing the quantitative questionnaire, and discuss the findings with experts to support result interpretation and managerial implications.

1.5.2. Quantitative study

Quantitative research consisted of two stages: a pilot study with 100 observations to assess the measurement scales, and a main study with 450 observations. PLS-SEM using SmartPLS 4 was employed to test the research hypotheses.

1.6. Novel contributions of the dissertation

First, the dissertation addresses a highly novel and context-specific topic by examining the effects of QWL, OCO, and POB on employees' OCB in tourism organisations in the Central Highlands. Its novelty lies not only in integrating concepts from organisational behaviour and human resource management into the tourism context, a service sector strongly shaped by seasonality and socio-cultural diversity, but also in testing the model in a distinctive setting characterized by ethnic diversity, dispersed working environments, and a rapidly developing tourism industry. In doing so, the dissertation extends the applicability of relevant theories to a context that remains underexplored.

Second, the dissertation develops and tests an integrated model linking QWL, OCO, POB, and OCB, while clarifying the mediating roles of OCO and POB in the relationship between QWL and OCB. This approach helps explain the indirect mechanism through which psychological and organisational factors influence extra-role behaviour, while also providing additional empirical support for theories such as social exchange theory, social identity theory, and person-organisation value fit in the tourism service context. In addition, the dissertation examines the moderating effects of demographic characteristics, an aspect that has received limited attention in prior research.

Third, methodologically, the dissertation combines qualitative and quantitative approaches and employs PLS-SEM in SmartPLS 4 with a second-order measurement model. This approach allows the simultaneous testing of

direct, indirect, and moderating effects, thereby enhancing the reliability and generalizability of the findings. At the same time, the measurement scales were refined to fit the socio-cultural context of Vietnam, particularly the Central Highlands.

Fourth, the dissertation provides not only academic contributions but also practical managerial implications, especially by emphasizing the role of demographic characteristics, notably ethnicity, in the relationships among the study variables. This offers tourism managers a stronger basis for developing HR policies that are better suited to regional characteristics and multicultural work environments.

Finally, the dissertation opens a new research direction in organisational behaviour by integrating psycho-social factors with behavioural outcomes in the tourism service context. The findings provide a foundation for future studies in other service sectors and contribute to the development of a theoretical framework more appropriate to the Vietnamese context.

1.7. Significance of the study

1.7.1. Scientific significance

First, the study systematizes the key theoretical foundations related to the topic, including social exchange theory, social identity theory, equity theory, person– organisation value fit theory, expectancy theory, and organisational perception theory, while also providing a systematic review of relevant domestic and international studies.

Second, based on these theoretical foundations and the literature review, the dissertation develops and tests a research model on the relationships among QWL, OCO, POB, and OCB of employees in tourism organisations, while clarifying the mediating roles of OCO and POB in the relationship between QWL and OCB in the Central Highlands context.

Third, the study refines, supplements, and evaluates the reliability of the measurement scales, thereby developing research constructs appropriate to the Vietnamese context in general and the Central Highlands in particular. These scales not only demonstrate high reliability but also provide a foundation for future studies.

Finally, the study examines the moderating roles of demographic characteristics such as gender, age, organisation type, ethnicity, organisation size, and business field in the relationships within the model. The findings show that the effects among variables are not uniform across groups, thereby offering both academic significance and practical value for human resource management in culturally diverse and multi-type organisational settings such as the Central Highlands.

1.7.2. Practical significance

The study provides an overview of the current situation of QWL, OCO, POB, and OCB among employees in tourism organisations in the Central Highlands, thereby helping these organisations identify strengths and weaknesses in their HR management practices. The findings support tourism organisations in designing appropriate HR policies to promote employees' positive discretionary behaviour, improve productivity, and achieve sustainable development. In particular, the emphasis on demographic characteristics, especially ethnicity, helps tourism organisations formulate HR policies that are better aligned with the socio-cultural context of the Central Highlands. At the same time, the study opens new directions for scholars to extend research on QWL, OCO, POB, and OCB in other industries and contexts.

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 organisational citizenship behaviour

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

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 organisational commitment

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

2.1.3.2. Dimensions of organisational 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 perception of organisational behaviour

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

2.1.4.2. Dimensions of perception of organisational behaviour

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

2.2. Overview of relevant theories

In this dissertation, social exchange theory is identified as the central theoretical foundation for explaining the reciprocal mechanism between what the organisation provides and employees' behavioural responses, thereby clarifying why QWL can promote OCB. In addition, the study integrates organisational perception theory to explain how employees interpret signals from the work environment and form POB. At the same time, social identity theory and person–organisation value fit theory are employed to explain the mechanisms of identification, sense of belonging, and the role of OCO in transforming perceptions into behaviour. Equity theory and expectancy theory are used as supporting arguments to clarify the components of fairness, recognition, and reward expectations embedded in QWL and POB. Based on this, the dissertation develops an integrated theoretical framework to explain the relationships in the research model.

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 POB are associated with OCB (Sembiring et al., 2023), they are rarely integrated with QWL in a single comprehensive model. The five-dimensional conceptualization of POB 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, Organisational Perception Theory, and Person–Organisation Value Fit Theory, to explain how QWL, POB, and OCO shape OCB. Empirical evidence suggests that QWL affects OCB both directly and indirectly through POB and OCO (Hermawanto et al., 2022; Ulfa et al., 2021). In addition, POB 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 organisational behaviour and psychology theories—social exchange, social identity, equity, person–organisation value fit, expectancy, and organisational 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 POB as mediators, and OCB as the outcome. Demographic factors at the individual (gender, age, ethnicity) and organisational 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 organisational citizenship behaviour.

H2: Organisational commitment positively influences organisational citizenship behaviour.

H3: Perception of organisational behaviour positively influences organisational citizenship behaviour.

H4: Quality of work life positively influences organisational commitment.

H5: Perception of organisational behaviour positively influences organisational commitment.

H6: Quality of work life positively influences perception of organisational behaviour.

H7: Organisational commitment mediates the relationship between quality of work life and organisational citizenship behaviour.

H8: Perception of organisational behaviour mediates the relationship between quality of work life and organisational citizenship behaviour.

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: Ethnicity moderates the path coefficients in the structural model.

H9-4: Type of enterprise moderates the path coefficients in the structural model.

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

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

2.4.3. Proposed Research Model

Figure 2.1 presents the proposed research model.

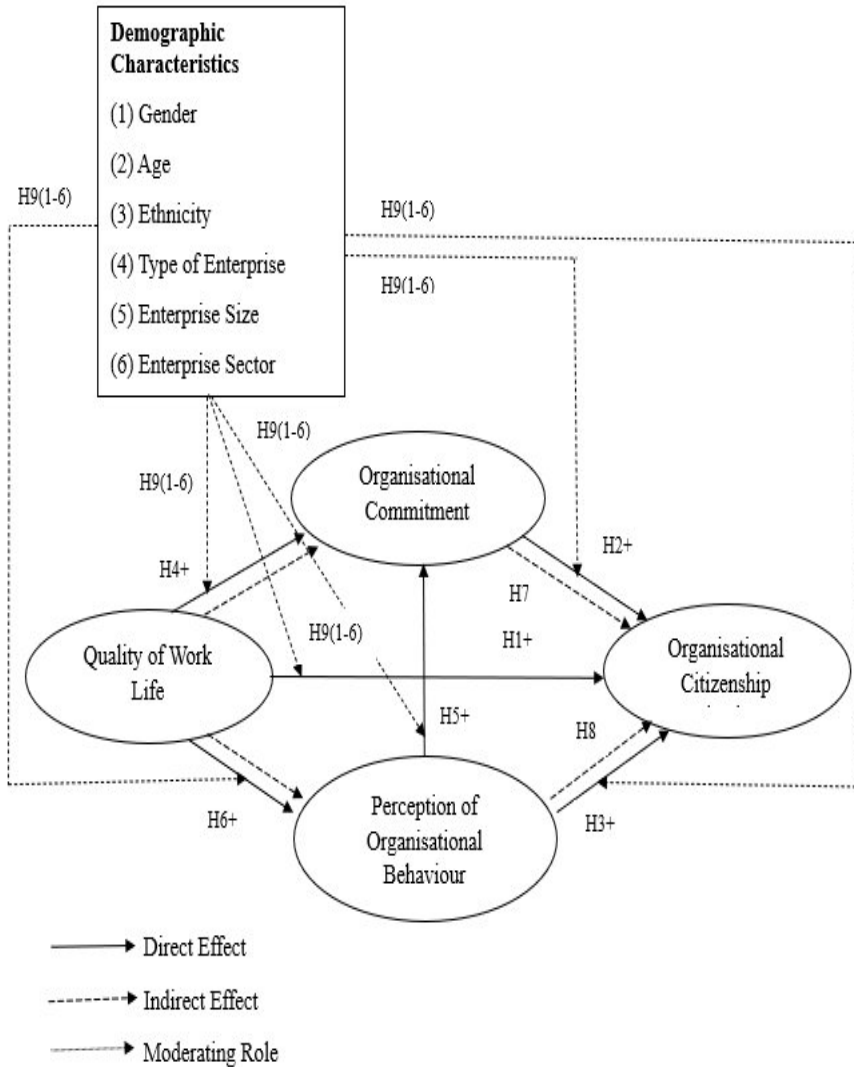


Figure 2.1: Proposed research model

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.

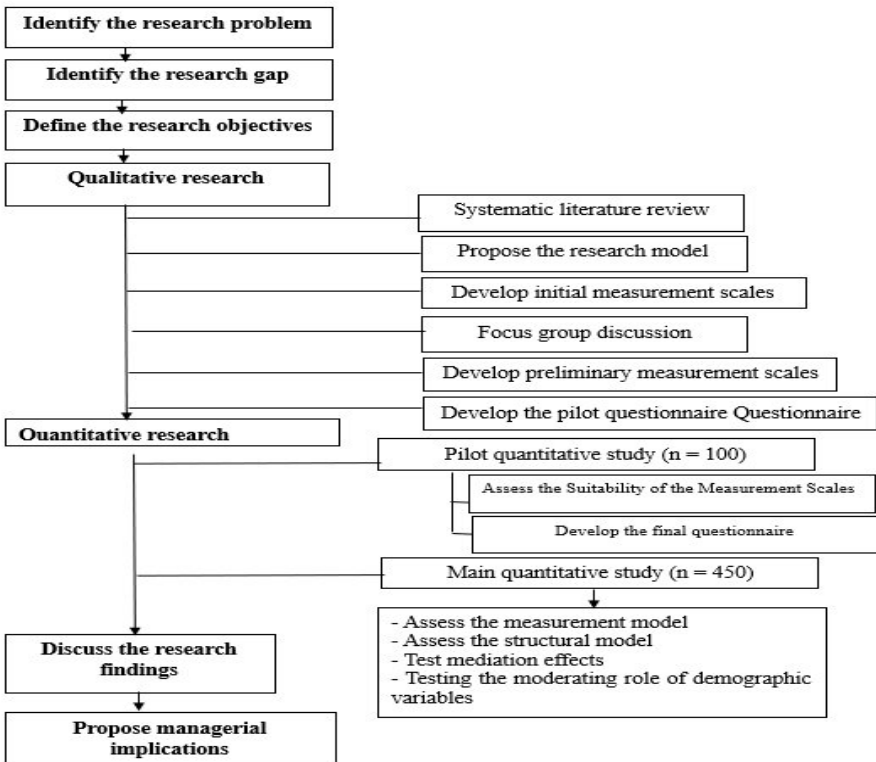


Figure 3.1: Research process

Source: Proposed by the author

3.2. Qualitative research

3.2.1. Initial scale development

The OCB scale was adopted from Alshihabat and Atan (2020). The QWL scale consists of seven factors, of which the first six were adopted from Jabeen et al. (2018), while the work flexibility factor was added from Rastogi et al. (2018). The OCO scale was adopted from Kim et al. (2019). The POB scale consists of five components: organisational justice perception (Nazarian et al., 2021), organisational politics perception (Ampofo et al., 2022), perceived organisational support (Garcia-Pereyra et al., 2023), perception of leader–member exchange (Çetinkaya & Yeşilada, 2022), and perceived corporate social responsibility (Akbari et al., 2021).

3.2.2. Focus group discussion

The study conducted a focus group discussion with nine experts, including five HR managers and four lecturers specializing in human resource research.

3.2.3. Findings from the qualitative study

3.2.3.1. Results of Research Model Refinement

The expert discussion results showed 100% agreement on the relationships, mediating roles, and moderating roles in the model, confirming its completeness, strong theoretical foundation, and high practical relevance to tourism enterprises in the Central Highlands.

3.2.3.2. Results of the Scales and Observed Variables

The preliminary OCB scale consists of five components with 15 observed variables: altruism (LVT1–LVT3), conscientiousness (STT1–STT3), professionalism (TTCN1–TTCN3), courtesy (SLS1–SLS3), and proactive contribution spirit (TTCH1–TTCH3).

The preliminary QWL scale consists of seven factors with 21 observed variables: scope of work (PVCV1–PVCV3), work environment (MTLV1–MTLV3), salary, rewards, and promotion (LTTT1–LTTT3), job security (ATCV1–ATCV3), career development (PTNN1–PTNN3), social integration (HNXH1–HNXH3), and work flexibility (LHCV1–LHCV3).

The preliminary OCO scale consists of three components with nine observed variables: affective commitment (GBTC1–GBTC3), normative commitment (GBCM1–GBCM3), and continuance commitment (GBTT1–GBTT3).

The preliminary POB scale consists of five components with 15 observed variables: perception of organisational justice (NTCBTC1–NTCBTC3), perception of organisational politics (NTCSTC1–NTCSTC3), perceived organisational support (NTH TTC1–NTH TTC3), perception of leader–member exchange (NTLDNV1–NTLDNV3), and perceived corporate social responsibility (NTTNXH1–NTTNXH3).

3.2.4. Questionnaire design

The survey questionnaire consists of three parts.

3.3. Quantitative research

3.3.1. Pilot quantitative study

The pilot quantitative study was conducted with 100 observations selected using a non-probability sampling method, specifically purposive sampling. Data were collected directly from employees working in tourism organisations in the Central Highlands. The data were processed using SmartPLS 4.0 to assess the reliability and validity of the measurement scales through indicator reliability, internal consistency reliability, convergent validity, and discriminant validity. The results showed that all first-order constructs met the required criteria.

3.3.2. Main quantitative study

The questionnaire for the main quantitative study was designed with three main sections. The main quantitative study applied a non-probability sampling method using quota sampling, allocated according to the proportion of employees in each province of the Central Highlands region (Kon Tum, Gia Lai, Dak Lak, Dak Nong, and Lam Dong). The respondents were full-time employees with at least one year of tenure in tourism organisations who agreed to participate in the study. The dissertation set a target of collecting 400 valid responses and planned to distribute 600 questionnaires to account for invalid responses. The sample was allocated based on the proportion of employees across provinces,

consistent with a broad tourism approach and enhancing the representativeness of the whole region.

Data analysis procedure: (1) Measurement model assessment; (2) Structural model assessment; (3) Mediation analysis; (4) Group difference analysis across demographic characteristics.

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 consists of five provinces with a population of over six million people from 49 ethnic groups, characterized by rich diversity in language, culture, and customs. Its varied topography and distinctive climate provide favorable conditions for both agriculture and tourism development. The region also possesses abundant cultural heritage, including traditional villages, folk festivals, handicrafts, and the Space of Gong Culture recognized by UNESCO, which forms a strong foundation for the development of distinctive tourism products.

4.1.2. Tourism development policies in the Central Highlands

The Central Highlands has implemented various tourism development policies in line with national orientations and the specific conditions of each province. At the central level, these include the 2017 Tourism Law, Resolution No. 08-NQ/TW (2017), Resolution No. 23-NQ/TW (2022), and the national tourism development plan toward 2045. At the local level, each province has also introduced its own tourism-related policies.

4.1.3. Current status of tourism development in the Central Highlands

In 2023, tourism in the Central Highlands recorded strong growth, with Lam Dong leading the region with 8.6 million visitors and tourism revenue of VND 15.5 trillion. Other provinces, including Dak Lak, Gia Lai, Kon Tum, and Dak Nong, also reported positive growth. The region is currently oriented toward the development of ecotourism, community-based tourism, and wellness tourism.

4.2. Sample characteristics of the quantitative study

The main study collected 450 valid questionnaires out of 600 distributed, satisfying the required sample size. The sample structure was reasonably and diversely distributed across gender, age, organisation type, ethnicity, organisation size, and business field, thereby ensuring representativeness and enhancing the generalizability of the research findings.

4.3. Common method bias test

Because the data were collected through self-reported questionnaires, common method bias (CMB) was assessed using Kock's (2015) full collinearity test based on VIF values. The results indicate that the model was not substantially affected by CMB, thereby supporting the validity and reliability of the estimates.

4.4. Measurement model assessment

4.4.1. First-order measurement model assessment

The assessment of the first-order measurement model showed that all indicators met the required 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 through cross-loadings, the Fornell–Larcker criterion, and HTMT values below 0.85.

4.4.2. Second-order measurement model assessment

The assessment of the formative higher-order model showed that OCB, OCO, and POB all achieved convergent validity ($\beta > 0.84$; $R^2 > 0.70$). All VIF values were below 3, indicating no multicollinearity issue. In addition, all outer weights were statistically significant ($p \leq 0.05$), supporting the validity of the model.

The assessment of the reflective higher-order model showed that all indicators had outer loadings ≥ 0.708 , while Cronbach's alpha = 0.884 and CR > 0.708 , confirming reliability. AVE values above 0.50 supported convergent validity. Cross-loadings, HTMT values below 0.85, and the Fornell–Larcker criterion all confirmed discriminant validity. All scales were statistically significant ($p < 0.05$).

4.5. Structural model assessment

4.5.1. Multicollinearity assessment

The Inner VIF results show that all values were below 3, confirming the absence of multicollinearity and supporting the distinctiveness and stability of the model.

4.5.2. Model fit assessment

An SRMR value below 0.12 indicates that the model fits the data adequately and demonstrates consistency between the theoretical model and the observed data.

4.5.3. Explanatory power of independent variables on dependent variables

All R^2 values exceeded 0.10, indicating satisfactory explanatory power of the independent variables: OCB (44.6%), POB (50.2%), and OCO (26.2%). Regarding effect size (f^2), most relationships showed small but significant effects, while the path from QWL to POB had a large effect size, confirming the important role of QWL.

4.5.4. Predictive relevance assessment

The results indicate that the model has low predictive relevance: POB ($Q^2 = 0.180$) and OCO ($Q^2 = 0.125$). The q^2 values of QWL and OCO were low but meaningful, whereas that of POB was very low (0.014).

4.5.5. Bootstrapping test

The study applied bootstrapping with 5,000 resamples. The results show that all path coefficients were statistically significant, positive, and fell within the 95% confidence interval, thereby supporting the proposed hypotheses and confirming the robustness of the model.

4.5.6. Hypothesis testing

The results in Table 4.13 show that all path coefficients were positive and statistically significant.

Table 4.13. Hypothesis testing results

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

Hypothesis	Relationship	P-values	Conclusion
H8	QWL → POB → OCB	0,005	Supported

Source: Research results (2024).

4.6. Mediation analysis

4.6.1. Direct effects

All direct effects were significant ($p < 0.05$). QWL had strong effects on POB ($\beta = 0.709$), OCB ($\beta = 0.401$), and OCO ($\beta = 0.363$). POB had weaker effects on OCO ($\beta = 0.190$) and OCB ($\beta = 0.163$). OCO also had a significant effect on OCB ($\beta = 0.222$), confirming the important role of commitment in promoting positive behaviour.

4.6.2. Indirect effects and mediation

All indirect effects were statistically significant ($p < 0.05$), confirming the mediating roles of the variables in the model. Specifically, POB and OCO served as complementary mediators in the relationship between QWL and OCB, with VAF = 36.04% (CI: 0.220–0.458). However, because VAF < 80%, this relationship may still be influenced by other mediating variables.

4.6.3. Total effects

All total effects were significant ($p < 0.05$). QWL had the strongest total effects on OCB ($\beta = 0.627$), POB ($\beta = 0.709$), and OCO ($\beta = 0.497$). POB also affected OCB ($\beta = 0.206$) and OCO ($\beta = 0.190$), with OCO appearing to be the more effective mediating path.

4.7. Testing the moderating role of demographic groups

4.7.1. Gender

Gender significantly moderated the relationship between QWL and POB. The coefficient was higher for males (0.802) than for females (0.430), with a difference of 0.373 ($p = 0.000$). Male employees appeared more sensitive to QWL due to role and income pressures. In the Central Highlands, the influence of matrilineal cultural features may lead women to value harmonious environments more, whereas men tend to place greater emphasis on working conditions as a means of affirming their role.

4.7.2. Age

Age moderated the QWL–POB relationship, with the under-25 group showing the highest coefficient (0.842), higher than the over-40 group (0.630), with a difference of 0.212 ($p = 0.000$). Younger employees are more likely to value flexibility and learning opportunities, whereas older employees tend to prioritize stability and long-term value.

4.7.3. Ethnicity

Ethnicity moderated the relationship between POB and OCO. Compared with Gia Rai (-0.483 ; $p = 0.032$) and Ê Đê employees (-0.677 ; $p = 0.024$), Kinh employees showed lower coefficients. Ê Đê employees also showed a higher coefficient than other ethnic groups (0.752 ; $p = 0.030$). This suggests that the communal culture and traditional norms of Ê Đê and Gia Rai groups make them more sensitive to organisational perceptions, whereas Kinh employees are more influenced by economic and career factors.

4.7.4. Type of enterprise

QWL had a negative effect on OCB in private enterprises but a positive effect in LLCs and joint-stock companies. Its strongest effect on POB was observed in LLCs, likely due to differences in management practices across organisation types.

4.7.5. Enterprise size

Enterprise size significantly moderated the relationship between QWL and POB. The effect was stronger in very small and large firms, whereas small and medium-sized enterprises may need to improve support systems and HR policies.

4.7.6. Enterprise sector

Enterprise sector moderated the relationship between QWL and POB. The strongest effect was found in accommodation businesses, followed by travel and transportation services, while the effect was weaker in entertainment and support services, likely because HR policies in these sectors remain less developed.

4.8. Discussion of research findings

The findings indicate that QWL, OCO, and POB all have positive effects on OCB, with QWL showing the strongest influence. This confirms that when employees perceive their working conditions as positive, fair, and supportive, they are more likely to develop positive organisational perceptions, strengthen

their commitment to the organisation, and demonstrate organisational citizenship behaviours. At the same time, OCO and POB play complementary mediating roles in the relationship between QWL and OCB, suggesting that the work environment affects OCB not only directly but also indirectly through employees' perceptions and psychological attachment to the organisation.

The results also show that ethnicity is a significant moderating variable, clearly reflecting the distinctiveness of the Central Highlands context. In addition, variables such as gender, age, organisation type, organisation size, and business field also create differences in the strength of the relationships among the variables in the model. This indicates that the formation of OCB does not occur uniformly across employee groups, but is influenced by specific socio-cultural characteristics and organisational contexts.

From a practical perspective, the findings closely reflect the context of tourism organisations in the Central Highlands, where employees pay particular attention to the work environment, development opportunities, fairness, and relationships with leaders. However, many organisations still face limitations in implementing HR policies consistently, maintaining long-term commitment, and fostering positive organisational perceptions among employees. Overall, the research model is not only statistically appropriate but also meaningful in explaining OCB in the multicultural tourism context of the Central Highlands.

CHAPTER 5. CONCLUSIONS AND MANAGERIAL IMPLICATIONS

5.1. Conclusion

The dissertation developed and tested the model QWL–OCO–POB → OCB in tourism organisations in the Central Highlands based on established theoretical foundations. Using PLS-SEM with 450 samples, the results show that QWL, OCO, and POB all have significant positive effects on OCB. OCO and POB play complementary mediating roles, explaining more than one-third of the effect of QWL on OCB (VAF = 36.04%). Multi-group analysis also revealed differences across demographic groups, especially ethnicity in the multicultural context. The findings provide a basis for organisations to improve QWL, strengthen commitment and organisational perception, and thereby promote sustainable OCB.

5.2. Managerial implications

5.2.1. *Improving quality of work life*

Develop an open culture, organize bonding activities, and support the integration of ethnic minority employees.

Apply KPIs and flexible seasonal shifts to enhance motivation.

Ensure transparency in compensation policies and establish clear career paths.

Use technology to manage work schedules.

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

Increase transparency in appraisal and promotion while supporting individual development.

Strengthen managerial support.

5.2.2. *Improving organisational commitment*

Build a transparent culture, communicate the organisation's community-oriented mission, organize appreciation activities, reward long service, and align development with social responsibility.

Develop long-term compensation policies, clear career pathways, and a stable working environment to increase the cost of leaving and retain employees.

Create a friendly work environment, recognize employees' contributions, share the organisational vision, and integrate local cultural values to enhance pride and empathy.

5.2.3. Improving perception of organisational behaviour

Establish a rapid feedback system and provide individual support, including psychological and financial support, especially in the high-pressure tourism environment of the Central Highlands.

Strengthen two-way communication, hold regular meetings, provide practical feedback, and train middle managers.

Improve service quality and strengthen CSR evidence to enhance pride and commitment.

Increase transparency in compensation, publicize criteria, and reduce perceptions of favoritism, especially in family businesses.

Make decision-making processes transparent, maintain open dialogue, and clarify recruitment and promotion criteria.

5.2.4. Improving organisational citizenship behaviour

Promote a supportive spirit through team training, internal mentoring mechanisms, and rewards for helping behaviour.

Provide training in professional communication and emotional regulation, and increase anonymous feedback mechanisms to maintain workplace harmony, especially in intercultural communication.

Recognize initiatives, use internal communication technology effectively, and launch innovation campaigns to strengthen engagement.

Train soft skills according to employees' competence levels, communicate clearly, and encourage solution-oriented thinking.

Increase transparency in reward systems, provide professional ethics training, communicate rules visually, and combine them with flexible monitoring tools.

5.2.5. Managerial implications by demographic segments

5.2.5.1. Gender

For men: design transparent compensation policies, clear career paths, and suitable physical support programs. For women: develop flexible working

arrangements, support work–family balance, and strengthen internal communication.

5.2.5.2. *Age*

For employees under 25: strengthen skills training, assign flexible tasks, provide timely recognition, and encourage creativity. For employees aged 25–40: offer long-term benefits, flexible work arrangements, and clear promotion pathways to sustain commitment. For employees over 40: create a stable and friendly environment, provide health-related benefits, and offer opportunities to participate in organisational decision-making.

5.2.5.3. *Ethnicity*

For Kinh employees: develop clear promotion paths, recognize individual performance, and strengthen organisational commitment. For Gia Rai employees: promote group programs, community activities, family support, and a transparent organisational culture. For Ê Đê employees: integrate gender equality and traditional values into HR policies, training, welfare, and internal communication. For other ethnic minority groups: prioritize basic welfare, education, healthcare, skills training, and organisational awareness.

5.2.5.4. *Organisation type*

Joint-stock companies and limited liability companies tend to have transparent policies and clear procedures, helping employees better recognize their rights and increasing commitment. In contrast, private enterprises and cooperatives often lack standardization and depend more on personal relationships, which may weaken perceptions of fairness and commitment.

5.2.5.5. *Organisation size*

For micro-enterprises: integrate QWL into organisational culture and leadership behaviour to improve employees' perceptions. For small enterprises: build clear policies, train managers, strengthen two-way feedback, and personalise support. For medium-sized and large enterprises: invest in HRTech, maintain welfare systems, and develop a professional culture to enhance engagement.

5.2.5.6. *Business sector*

For restaurants and cafés: maintain a friendly environment, encourage internal communication, and create space for employees to express their individual roles. For hotels: improve support mechanisms, optimise labour allocation, and make work shifts more flexible to strengthen positive perceptions and reduce pressure. For other fields such as ecotourism, tour operations, and passenger transport: personalise HR policies, increase internal communication, make working conditions more flexible, and encourage learning and skills development.

5.3. Limitations and future research directions

The study has several limitations, including self-reported data, a survey scope limited to the Central Highlands, and a cross-sectional design at a single point in time. In addition, the model only examines several mediating variables and therefore does not fully reflect all mechanisms affecting **OCB**. Future studies should expand the survey scope, diversify the sample, incorporate additional variables, and apply longitudinal designs or multi-source data.