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## Modeling Organizational Citizenship Behavior in Family Businesses: A Causal Relationship Approach

Akachai Apisakkul<sup>1</sup>, Suthawan Chirapanda<sup>2</sup>

### Abstract

*This research aims to develop a causal relationship model of variables affecting Organizational Citizenship Behavior (OCB) in family businesses. The sample consisted of 207 family members of family business owners working with their family businesses in Thailand. Data were collected through structured questionnaires, and the relationships between variables were analyzed using Path Analysis within the framework of Structural Equation Modeling (SEM). AMOS software was employed to evaluate the structural relationships among variables. The research findings indicate that the developed causal relationship model of OCB in family businesses is consistent with empirical data ( $\chi^2 = 96.770$ ,  $df = 97$ , relative  $\chi^2 = .998$ ,  $p = .487$ ,  $GFI = .952$ ,  $AGFI = .915$ ,  $NFI = .966$ ,  $TLI = 1.000$ ,  $CFI = 1.000$ ,  $RMSEA = .000$ ,  $RMR = .043$ ), with detailed analysis results as follows: Family Function (FF), Family Motivation (FM), Work-Family Enrichment (WF), and Social Exchange (SE) collectively explain 31.2% of the variance in OCB. Family Function (FF), Family Motivation (FM), Work-Family Enrichment (WF), and Social Exchange (SE) have a significant positive effect on OCB in family businesses at the .05 significance level. The variable Family Motivation (FM) exerts the highest effect on OCB, followed by Family Function (FF), Work-Family Enrichment (WF), and Social Exchange (SE) with total effects of .409, .363, .338, and .290, respectively.*

**Keywords:** Causal Relationship Model, Family Functioning, Family Motivation, Work-Family Enrichment, Social Exchange, Organizational Citizenship Behavior, Family Business

### Introduction

Over centuries, family-run businesses have been at the heart of wealth creation in many countries. Most people recognize the incredible risks and capabilities of launching new ventures (Myre, 2021). Market research has revealed some relationships between ordinary people's view on family businesses that it was considered for non-profit intention, Organizational Citizenship, employee friendliness, and social responsibility than typical business (Dublio, 2022). They share the joy of success and pride, family values and traditions, stability, and agility. The research showed that having family members working in the business created personal long-term relationships with employees, customers, and suppliers (Adetunji, 2021). Family and friends provided a support system for the owner dealing with Stress management, Realistic thinking, and Work-life Balance among the chaos and heavy pressure of responsibilities while running the business (Waltower, 2022).

Family businesses typically rely on family members by offering them to work in the company, so the quote 'Strong Families Build Strong Businesses' seems true. Based on the research also indicated stable families increased profitability and firm age than others owing to strong family

<sup>1</sup> Business School, University of the Thai Chamber of Commerce, Bangkok, Thailand, Email: [ekachai\\_api@utcc.ac.th](mailto:ekachai_api@utcc.ac.th)

<sup>2</sup> Business School, University of the Thai Chamber of Commerce, Bangkok, Thailand, Email: [suthawan\\_chi@utcc.ac.th](mailto:suthawan_chi@utcc.ac.th)

(Corresponding Author)



unity staying longer and building more Customer Loyalty. These were significant components in family businesses, which included emotional bonding needed to pay attention in every company. The Harvard Business Review indicated that business productivity was directly connected positively with Work Environments by emphasizing empathy and emotional support to employees because family businesses often specialize in creating emotional value more than typical businesses. Meanwhile, Research by Ernst & Young (EY) continuously presented that the world's most successful companies strived to build a positive family environment so employees could impress with attentiveness and respect (FINH, n.d.) and Organizational Citizenship Behavior (OCB). OCB is an action or behavior considered above and beyond the scope of formal job requirements but willing to assist assigned tasks for increasing the organization's performance (Organ, 1988).

However, despite the many advantages of family businesses, they often face some issues such as family conflicts, communication problems, and accusations of favoritism from non-family employees, which can hinder growth ambitions and the smooth operation of the family business (Fabian & Steinberg, 2021). Few family business owners understand the complexities of managing family dynamics within the business. Though the best aspect of family business is family members being the pillar of trust and royalty, on the other hand, it could become a radical family conflict affecting business and demolishing family vision on intergenerational legacy (Myre, 2021). Additionally, the greatest risk to family wealth often stems from the actions and mistakes of family members rather than external problems (Sanderson, 2021). Hence, several types of research have been considered to find solutions for family businesses, which are more intricate and sensitive than others.

While numerous psychological studies showed that upbringing and home environment play a more significant role than genetics, family business scholars have studied the best parenting styles that develop family business leaders as role models and promote OCB among employees. Research has consistently shown that upbringing is a significant factor in raising proficient CEOs in the family business, and appropriate parenting solutions would affect family business leaders and their employees in the long term. Thus, many have tried to understand how parenting styles contribute to the success of family business CEOs (Eddleston, Shanine, & Madison, 2022). One factor always found in successful family businesses is pride and perception of family values, while older family members can pass on this pride and understanding to the next generation. The most successful businesses often manage relationships effectively (Harland, 2020) by counting on Family Functioning, Family Motivation, Work-Family Enrichment, and appropriate Social Exchange, which are usually overlapping factors in the family business context.

In Thailand, the most successful business foundations were at 80% of all family businesses and represented growth of economic drive significantly. The research of the University of the Thai Chamber of Commerce found that family businesses in Thailand registered in MAI and SET in the total of 1,526 or 77.58% of all listed companies, while only 30% completely transitioning to the second generation, 12% to the third, and 3% to the fourth, respectively (Department of Business Development, 2024). Even though family businesses were considered the crucial economic warriors of Thai economy by reaching revenue 60-70% of GDP, they have frequently encountered succession problems, like some quote saying family businesses might not pass through the third generation because of their unique management indoctrinated internally. Currently, there is no comprehensive study on variables that explain the influence of OCB within family businesses in Thailand. Most research on OCB has focused on family businesses in

developed countries. However, this study is among the first to examine OCB within Thai family businesses, a unique context marked by distinct cultural and economic dimensions. Elaborating on these contextual differences could reveal how they shape OCB in Thai family businesses specifically.

This study aims to explore the relationships between Family Motivation, Family Functioning, Work-Family Enrichment, Social Exchange, and OCB in family business settings. By investigating these variables collectively, the study may reveal complex interactions that could inform new strategies for promoting OCB within family firms. Unlike previous studies, which often examine relationships between individual variables and OCB in isolation, this research introduces a causal model to systematically explain the intricate interrelationships among these factors and their collective impact on OCB. Such a model enhances understanding of the mechanisms underlying OCB in family businesses and could lead to more effective policy recommendations. Accordingly, the researcher seeks to develop a causal relationship model of Organizational Citizenship Behavior (OCB) in Thai family businesses to identify strategic approaches that can foster their growth and sustainability.

### **Research Objectives**

1. To develop a causal relationship model of variables influencing Organizational Citizenship Behavior in family businesses.
2. To examine the consistency of the developed causal relationship model of Organizational Citizenship Behavior in family businesses with empirical data.

### **Literature Review**

**Family Functioning** refers to the interaction of family members internally and carrying out their duties so that the family has physical and mental responses and coexistence with happiness. There were various concepts explaining Family Functioning from different perspectives. McMaster Model was chosen by researchers following McMaster concept (Epstein, Bishop, & Baldwin, 1982) as it has been widely used in clinical and research (Trankasombat, 2020) and enhancing love and understanding between family members for further family business growth and sustainability. Numerous research has been conducted on Family Functioning over the years. The result indicated mental health problems related to family functioning (Trankasombat, 2020), such as family functioning affecting family members' satisfaction by predicting significant family satisfaction (Roman et al., 2016), affecting their well-being and their interaction with others (Botha and Booyesen, 2013), and directly influencing family strengths. Moreover, to strengthen the family, they should manage family functioning effectively (Kittisobhano, Srikrudong, & Srivijitvorakul, 2017). Proper family functioning could reinforce life skills and help them live happily in society (Srivan, Chaimongkol, & Phongchaturavit, 2017). Family functioning supports family members by providing problem-solving solutions that affect higher performance (Suksri, Thangcharoenkul, & Apichattarat, 2020).

**Family Motivation** is a fundamental subject in psychological and organizational studies to explain driving forces actions, so clearly understanding motivation is a significant part of clarifying individual and organizational behavior (Mitchell & Daniels, 2003). The widely used concept of family motivation, first presented by Menges, Tussing, Wihler, & Grant (2017), was defined as the willingness to exert an effort for the family's benefit. Motivation, a form of the distinctive characteristic of Prosocial Motivation, could remarkably enhance an employee's

productivity, and the beneficiary was family. It was driven by tender loving care and is deemed a meaningful and principal goal in the workplace (Menges et al., 2017). Although Family Motivation has not been extensively studied theoretically and empirically, the positive relationship between work and family or Work-Family Enrichment and its hidden mechanisms was still of interest and required further exploration by researchers (Menges et al., 2017). Erum, Abid & Ahmed (2020) believed that Family Motivation could predict Affective Commitment and Organizational Citizenship Behavior (OCB) through Self-Efficacy linkage. Employees considering their work as a reskilling process and supporting families from sources of income shall have higher self-efficacy (Bandura, 1977).

**Work-Family Enrichment** is a concept of processing experiences or situations in an environment impacting another environment. Likewise, family life and work affect each other. The working group obtains emotion, attitude, skill, and work behavior in family life, and family influences their work, and vice versa (Edwards & Rothbard, 2000). Enrichment is a process by which one role reinforces or enriches the quality of another role (Greenhaus & Singh, 2003). Thereby, Work-Family Enrichment was the extent to which experiences in one role improve the quality of life in another (Greenhaus & Powell, 2006) by emphasizing resources gained from family or work, which lead to improved performance at work or becoming a better family member. In addition, some researchers used other substituted similar terms of Work-Family Enrichment (Carlson, Kacmar, Wayne, & Grzywacz, 2006) for example, Work-Family Enhancement, Work-Family Facilitation, and Work-Family Positive Spillover, those concepts explaining Family-work interface structure positively (Singh & Singh, 2011). The positive Family-work interface referred to the mutual support between an individual's work life and their family life in 2 dimensions; 1) Job enrichment to family (development, emotion, and capital), and 2) Family enrichment to work (development, emotion, and efficiency) (Carlson, et al., 2006). Enrichment possibly influenced by specific characteristics such as Extraversion (Wayne, Musisca, & Fleeson, 2004) and positive emotions (Michel & Clark, 2009). Participation and Organizational & Family support were the most significant factors to Work-Family Enrichment (Carlson, et al., 2006).

**Social Exchange** Blau (1964) showed the theory stating that when a person performs something of value to another, it builds an implicit obligation to the recipient for further reciprocation (Gouldner, 1960). Afterward, a natural obligation shall lead to some beneficial acts for the initiator. Employee commitment expression could refer to social exchange theory based on interpersonal interactions or reciprocal exchange. Group relationships could sustain trust, reliability, and commitment whenever following mutual agreement (Cropanzano & Mitchell, 2005). For example, an employee well-treated by an organization or entrepreneur shall reciprocate commitment like Individuals and Organizations Exchange Resources (Robinson, Perryman & Hayday, 2004). Therefore, Social Exchange theory was an integration of sociological and psychological theory followed by supporting hypothesis generation on social and material resource exchange being a fundamental form of human interaction (Michener, 2004). This theory was based on the Reciprocity Norm by Gouldner (1960), stating that individuals receive benefits in relationships in general situations. Social Exchange Theory asserts that when one party benefits another, it creates an implicit obligation for future reciprocal exchanges, leading to behaviors that benefit the initial party. Communication and trust are crucial components of Social Exchange Theory (Homans, 1958). Shared values and the perception of mutual benefits are also significant factors in social exchanges (Morgan & Hunt, 1994). The foundation of exchanges is primarily based on individual needs and personal benefits (Blau,

1964). Thus, the term social exchange is often used to describe group processes and relationships developed among individuals within organizations (Settoon, Bennett, & Liden, 1996).

**Organizational Citizenship Behavior** Daniel Katz (Katz, 1964; Katz and Kahn, 1966, 1978) defined Organizational Citizenship Behavior (OCB) as differences between Role-based working, new and spontaneous behaviors occurring informally for cooperation, assistance, and friendliness towards colleagues. Organ (1988) referred to Organizational Citizenship Behavior as employee individual behavior, not explicitly assigned by job description but contributing to effective function in organizations. According to conceptual studies, some scholars suggested classifying Organizational Citizenship Behavior into two groups: Behavioral Characteristics and the Number of people performing consistently with social norms or regulations like honesty and keeping one's promise. Nguyen & Dong (2021) indicated that employee in Organizational Citizenship Behavior was an act highly related to supporting others and work efficiency. It was consistent with Organ's (1988) theory, which found that Organizational Citizenship Behavior at a high level would lead organizations to high efficiency, effectiveness, and adaptability. For this reason, Organizational Citizenship Behavior was widely researched and found in many studies because it was one of the most significant factors influencing Organizational effectiveness. A study by Ahmadi, Forouzandeh, & Kahreh (2010) found that Social Exchange affects Organizational Citizenship Behavior and Perceived Organizational Support related to Organizational Citizenship Behavior. Meanwhile, the study by Olendo & Muindi (2017) indicated that attractive employee retention strategies positively correlated with Organizational Citizenship Behavior. Employees likely performed positive behavior and cooperation with the organization when receiving better employee retention strategies. The relationship between recruitment and selection practices and conscientiousness was correlated significantly, and it was consistent with a study by Meyer & Allen (1991) indicating Organizational Citizenship Behavior related to employee retention, while Walz & Niehoff (2000) stated that Organizational Citizenship Behavior in various aspects upholding efficiency, organizational performance, satisfaction, and retention accordingly.

Research on Organizational Citizenship Behavior (OCB) has extensively developed measurement tools, adapted across various cultural contexts, and explored its impact on organizational outcomes. For instance, Sinluar (2019) developed an OCB scale for employees in Thailand's automotive industry, identifying five primary dimensions: Civic Virtue, Sportsmanship, Conscientiousness, Courtesy, and Altruism. In Vietnam, Nguyen & Le (2021) adapted this scale for the Asian context, confirming similar dimensions and underscoring its cultural relevance. Research by Lam et al. (1999) compared OCB perceptions among supervisors and subordinates across the United States, Australia, Japan, and Hong Kong, finding that power distance influenced the inclusion of Courtesy and Sportsmanship in work roles, especially in Asia. Kumar & Shah (2015) further confirmed the reliability and validity of the Podsakoff OCB Scale in India, highlighting the necessity of cultural adaptation for meaningful measurement.

Studies also illustrate OCB's impact on employee performance and retention. Cho & Johanson (2008) noted that full-time employees in hospitality settings exhibited higher OCB than part-timers, positively influencing performance through dimensions like Loyal Boosterism and Personal Industry. Bidarian & Jafari (2012) found a strong link between OCB, organizational trust, and justice, suggesting that employees highly engaged in OCB activities are typically those with more significant social interactions and leadership roles. Foundational research by Organ (1988) identified OCB as essential to organizational effectiveness, directly contributing to adaptability, efficiency, and overall effectiveness. Podsakoff et al. (2009) demonstrated OCB's

influence on increasing productivity, efficiency, customer satisfaction, and lowering turnover rates

Other studies highlight managerial practices as key moderators of OCB. Olendo & Muindi (2017) analyzed employee retention practices at D.T. Dobie (K) Ltd and found that practices promoting Loyalty, Conscientiousness, and Civic Virtue significantly enhance OCB. Meyer & Allen (1991) also linked OCB to organizational commitment, emphasizing that high OCB is related to stronger emotional attachment, value alignment, and loyalty. Furthermore, Ghorbanifar & Azma (2014) examined the role of workplace spirituality in OCB within Iranian banks, finding that spirituality positively correlates with all OCB dimensions, suggesting that a spiritual workplace encourages OCB. Similarly, Lv (2018) explored Chinese employees' perspectives, finding that family-supportive supervisor behaviors foster family-like relationships within organizations, which in turn enhances OCB through social exchange mechanisms.

The existing literature provides a robust foundation for understanding Organizational Citizenship Behavior (OCB) and its positive impact on organizational effectiveness across various contexts. Research has extensively explored antecedents of OCB, such as perceived organizational support, leadership behavior, and individual characteristics, including personality traits and motivation. However, this review underscores a notable gap in the literature: the scarcity of research specifically examining organizational citizenship behavior (OCB) within family businesses, especially across diverse cultural contexts. While existing studies provide valuable insights into the role of OCB in organizations, a significant limitation remains—the limited exploration of the unique dynamics within family businesses, where family relationships, core values, and succession planning converge with organizational behavior. This gap is further highlighted by the lack of focus on the influence of cultural factors on OCB.

This research seeks to address these limitations by focusing specifically on Organizational Citizenship Behavior (OCB) within Thai family businesses, a context that provides a unique opportunity to explore the interaction between OCB and cultural values emphasizing family cohesion, respect for elders, and collective goals. By examining OCB within this cultural framework, the study makes several distinct contributions. First, it addresses a significant gap in the literature by investigating OCB in a setting where cultural values are central to shaping organizational behavior. Additionally, the research incorporates family-specific variables, such as Family Functioning and Family Motivation, to examine their influence on OCB, thereby broadening the traditional framework for understanding OCB antecedents. Finally, by situating the study in the Thai cultural context, which highly values family bonds and collectivism, this research offers novel theoretical insights into the dynamics of OCB in family businesses, contributing to OCB theories with a culturally informed perspective. Through these unique contributions, the research aims to enhance the understanding of OCB in family business environments, particularly within cultures where family and collective values are foundational.

This investigation distinguishes itself by focusing on the under-explored context of Thai family businesses, offering a cultural lens that provides unique insights not typically captured in studies from Western contexts, where individualistic values often prevail. By incorporating family-specific variables and examining their interaction with Organizational Citizenship Behavior (OCB), this study goes beyond prior research, highlighting the unique drivers of OCB within family businesses—an area of significant importance for future research. Grounding the study within the Thai cultural context enables the research to offer new theoretical perspectives on OCB, particularly in understanding how collectivist values and family dynamics influence

employee behavior and organizational outcomes. Ultimately, this research aims to deepen the understanding of OCB within family business environments, especially within Thai culture. The findings could have substantial implications for both theory and practice, providing valuable guidance to family business leaders who wish to foster a culture of OCB and enhance organizational effectiveness.

### Conceptual Framework

This research draws upon several well-established theories to explain the relationships between the chosen variables and Organizational Citizenship Behavior (OCB) in family businesses. Social Exchange Theory, for instance, posits that individuals engage in reciprocal behaviors based on perceived benefits and obligations. In the context of family businesses, this implies that family members who feel supported and valued by the organization (Perceived Organizational Support) are more likely to reciprocate by engaging in behaviors that benefit the business, such as OCB. Moreover, this research also incorporates the concept of Work-Family Enrichment, which suggests that experiences in one domain (work or family) can positively influence the other. These two theoretical perspectives together provide a foundation for understanding the dynamics of OCB within family businesses.

The hypothesis that Family Functioning positively influences OCB is grounded in existing literature on family dynamics and organizational behavior. Studies have shown that a supportive and cohesive family environment fosters positive individual development and prosocial behaviors. This influence is not limited to the family domain but extends into the workplace, where individuals with strong family support are more likely to exhibit OCB. Furthermore, the inclusion of Family Motivation as a key variable is supported by research on prosocial motivation. This research suggests that individuals are motivated to engage in behaviors that benefit others, especially family members. In family businesses, this motivation translates into a willingness to go above and beyond formal job requirements to contribute to the success and sustainability of the family enterprise.

Based on these theoretical concepts and the body of related research, the researchers developed a causal relationship model for Organizational Citizenship Behavior, which includes five latent variables: Family Functioning, Family Motivation, Work-Family Enrichment, Social Exchange, and OCB. This model, as depicted in Figure 1, serves as the conceptual framework guiding the research. The research hypothesis is that the developed causal relationship model of Organizational Citizenship Behavior in family businesses aligns with the empirical data according to specified criteria.

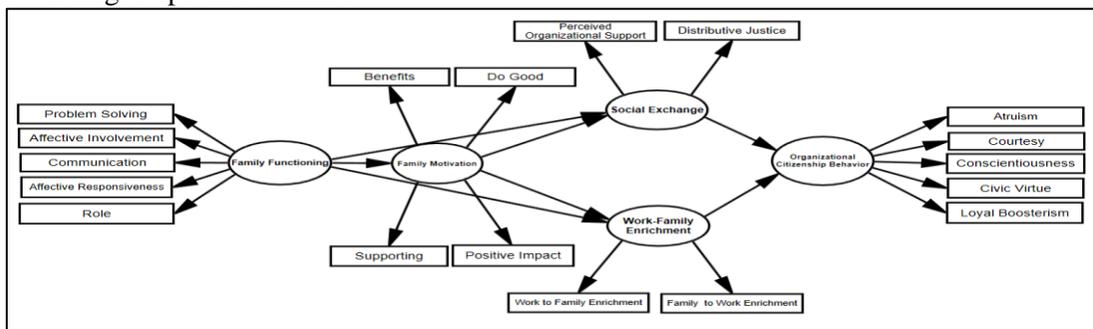


Figure 1: The causal relationship model of organizational citizenship behavior in family businesses

## **Research Methodology**

**Population and Sample** It consisted of family members working within their family businesses in Thailand, so the sample was selected by the Purposive Sampling method. With 18 observed variables, determining an appropriate sample size should be at least 180-360 or 10-20 times the number of observed variables (Hair et al., 2010; Kline, 2023; Schumacker & Lomax, 2016). Gathering data collection by face-to-face interviews and online from 4 August 2023 to 30 May 2024 with a total of 207 samples, so it was sufficient or over the minimum number of samples for Structural Equation Modeling (SEM) analysis.

## **Research Instruments**

Data collecting instruments on the Causal Relationship Model Analysis of variables Influencing Organizational Citizenship Behavior in Family Businesses consisted of five forms of questionnaires as follows:

1. **Basic Information Questionnaire:** To collect basic information from the sample group with seven questions of gender, age, marital status, education level, generation sequence, working, and work period in the family business.
2. **Family Motivation Scale:** Applied from Grant's (2008) and Ryan & Connell's (1989) research, which included four aspects: 1) Benefits, 2) Do good, 3) Supporting, and 4) Positive impact. The four items were rated on a 7-point Likert scale (7 = strongly agree; 1 = strongly disagree).
3. **Work-Family Enrichment Scale:** Applied from a Brief Work-Family Enrichment Scale by Ghisliert, Martini, Gatti, & Colombo (2011) and the concept of Carlson et al. (2006), which divided into two dimensions; 1) Work-Family Enrichment and 2) Family-Work Enrichment. The six Scale Reliabilities were rated on a 5-point Likert scale (5 = strongly agree; 1 = strongly disagree).
4. **Family Functioning Assessment:** Developed from the questionnaire by The McMaster Family Assessment Device (FAD), McMaster's concept (Epstein et al., 1982) on the McMaster Model of Family Functioning (MMFF) and Family Functioning of Chulalongkorn Family Inventory (CFI) by Trankasombat (1997). Family Functioning Assessment consisted of five dimensions: 1) Problem Solving, 2) Communication, 3) Role, 4) Affective Responsiveness, and 5) Affective Involvement. Each was divided into three parts, so the total was fifteen items and rated on a 4-point Likert scale (4 = Very Likely; 1 = Not Likely).
5. **Social Exchange Questionnaire:** Developed from the Social Exchange Questionnaire (Artis, 2007; Eisenberger et al., 1986; Price and Mueller's, 1986) and consisted of 2 aspects: 1) Perceived Organizational Support that includes nine questionnaires rated on a 5-point Likert scale (5 = Strongly Agree; 1 = Strongly Disagree), and 2) Distributive Justice that including five questionnaires rated on a 5-point Likert scale (5 = Extremely Fair; 1 = Not Fair At All)
6. **Organizational Citizenship Behavior Scale:** Applied from the Organizational Citizenship Behavior Scale upon the concept of Podsakoff et al. (1990), Organ (1988), and Moorman & Blakely (1995). It consisted of five components: 1) Altruism, 2) Courtesy, 3) Civic Virtue, 4) Conscientiousness, and 5) Loyal Boosterism. The fifteen

items were rated on a 7-point Likert scale (7 = Agree Very Strongly; 1 = Disagree Strongly).

Instrument Validity in terms of Content Validity by three experts examined based on Item-Objective Congruence (IOC), selected questions with IOC higher than .50, then revised upon their advice. The revision was applied to try out with the non-sample group of thirty family members working in family businesses to inspect the Reliability Test by Alpha Coefficient upon Cronbach's Alpha Coefficients method through SPSS. The result presented a high-reliability score of .850-.987, but greater than .710 (Fisher & Corcoran, 1994), so the questionnaire content was acceptable.

**Data Analysis** Data collection from sample group was analyzed into two sections.

- Statistical Analysis by basic statistics consisted of Percentage, Mean, Standard Deviation, Coefficient of Variation, Kurtosis, Skewness, Alpha Coefficient upon Cronbach's Alpha Coefficients method through SPSS
- Aligning data analysis with research objectives consisted of 1) Analyzing correlation upon Bartlett's Test of Sphericity and testing for Suitability of Variables upon Kaiser-Meyer-Olkin (KMO) method for collecting basic information to analyze the Causal Relationship Model influencing Organizational Citizenship Behavior in Family Businesses by SPSS 2) Validating Structural Equation Modeling (SEM) by Factor Loading and testing Covariance of the indicators by Confirmatory Factor Analysis (CFA) through AMOS (Analysis of Moment Structure) program 3) Examining the consistency of the developed Causal Relationship Model with Empirical data by Path Analysis technique upon Structural Equation Modeling (SEM) through AMOS (Analysis of Moment Structure) program.

## **Research Results**

### 6.1 Descriptive statistics

The sample group consisted of 45.40% males and 54.60% females. Regarding marital status, 49.80% were married, 48.30% were single, and 1.90% were divorced or separated. In terms of education, 54.60% had graduated with a master's degree, while 43.50% held a bachelor's degree. The majority (63.30%) were from the second generation of family businesses, while only 16.14% were from the first generation. The age distribution showed that 28.50% were in the 31-40 years age group, and 27.50% were between 18-30 years old. As for work experience, 60.90% had 1-10 years of experience working in family businesses, while 19.30% had 11-20 years of experience.

### **Results of Data Verification before Structural Equation Modeling Analysis**

#### **Results of Basic Statistical Analysis of Observable Variables in the Causal Model of Organizational Citizenship Behavior in Family Businesses.**

The basic statistical analysis of the variables used in the model indicated eighteen observable variables measuring five latent variables consisting of 1) Family Functioning (FF), 2) Family Motivation (FM), 3) Social Exchange (SE), 4) Work-Family Enrichment (WF), and 5) Organizational Citizenship Behavior (OCB). The purpose was to study the Distribution Characteristics of observable variables by using Mean ( $\bar{X}$ ), Standard Deviation (SD), Minimum (Min), Maximum (Max), Coefficient of variation (CV), Skewness (Sk), and Kurtosis (Ku). As a

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result of analysis, Skewness was at -2.33 to .21. Almost all of the variables were left-skewed and indicated skewed data would be greater than the mean, while Kurtosis showed positively at -.18 to 6.52, which means more peaked distribution or less data distribution, and CV value was in the range of 12.99 to 17.01. The analyzed observable variables should present Skewness not over 3 and 10 in Kurtosis (Kline, 2023), which supported Social Research on a CV of 20% or below acceptable (Somekh & Lewin, 2005; Treiman, 2009). In conclusion, the normality of observable variables was sufficient for further Structural Equation Modeling, so the mean was likely a representative sample. Hair et al. (2019) said normality tests were not rigid with a sample size greater than 200, and family variables were sufficient in the analysis afterward.

<b>Variables</b>	<b><math>\bar{X}</math></b>	<b>SD</b>	<b>Min</b>	<b>Max</b>	<b>CV</b>	<b>Sk</b>	<b>Ku</b>
<b>Family Functioning (FF)</b>	<b>2.69</b>	<b>.41</b>	<b>1.00</b>	<b>4.00</b>	<b>15.19</b>	<b>-.04</b>	<b>.12</b>
1. Problem Solving	3.04	.58	1.00	4.00	16.53	-.68	-.18
2. Affective Involvement	2.50	.45	1.00	4.00	17.01	.09	-.13
3. Communication	2.58	.42	1.00	4.00	16.83	-.14	.17
4. Affective Responsiveness	2.68	.41	1.00	4.00	15.33	-.16	.18
5. Role	2.66	.42	1.00	4.00	16.41	.21	-.02
<b>Family Motivation (FM)</b>	<b>6.03</b>	<b>.89</b>	<b>1.00</b>	<b>7.00</b>	<b>14.81</b>	<b>-2.38</b>	<b>7.88</b>
1. Benefits	6.07	.89	1.00	7.00	14.78	-2.33	6.52
2. Do Good	6.04	.89	1.00	7.00	14.87	-2.11	5.35
3. Supporting	6.03	.82	1.00	7.00	13.64	-2.01	4.73
4. Positive Impact	5.98	.89	1.00	7.00	15.02	-1.92	3.83
<b>Work-Family Enrichment (WF)</b>	<b>4.02</b>	<b>.50</b>	<b>1.00</b>	<b>5.00</b>	<b>12.52</b>	<b>-1.22</b>	<b>1.68</b>
1. Work to Family Enrichment	4.12	.59	1.00	5.00	14.33	-1.49	2.52
2. Family to Work Enrichment	3.92	.51	1.00	5.00	13.03	-.95	.34
<b>Social Exchange (SE)</b>	<b>3.75</b>	<b>.57</b>	<b>1.78</b>	<b>5.00</b>	<b>15.19</b>	<b>-.63</b>	<b>.42</b>
1. Perceived Organizational Support	3.92	.51	1.78	5.00	12.99	-.74	-.09
2. Distributive Justice	3.58	.57	1.00	5.00	16.03	-.58	.81
<b>Organizational Citizenship Behavior (OCB)</b>	<b>5.99</b>	<b>.89</b>	<b>1.67</b>	<b>7.00</b>	<b>14.83</b>	<b>-1.52</b>	<b>2.43</b>
1. Altruism	6.00	.85	2.67	7.00	14.07	-1.26	1.29
2. Courtesy	6.08	.82	2.00	7.00	13.51	-1.55	2.56
3. Civic Virtue	5.95	.87	2.33	7.00	14.71	-1.25	1.34
4. Conscientiousness	5.89	.84	1.67	7.00	14.19	-1.36	1.96
5. Loyal Boosterism	6.02	.82	2.33	7.00	13.67	-1.33	1.72

Table 1: The basic statistics of the observable variables in the causal model of organizational citizenship behavior in family businesses (n=207)

### **Results of correlation coefficient analysis on the observable variables in the Causal Relationship Model of Organizational Citizenship Behavior**

The correlation coefficient analysis of variables in the causal relationship model of Family Functioning, Family Motivation, Work-Family Enrichment, Social Exchange, and Organizational Citizenship Behavior (OCB) consisted of eighteen observable variables and

Bartlett's test for homogeneity of variances. The result indicated all variables were statistically significant at .05, Kaiser-Meyer-Olkin (KMO) measured the sampling suitability at .865, and each variable ranged between .693 to .914 greater than .50 (Hair et al., 2019). The analysis of variables based on the Pearson correlation coefficient revealed values ranging from .211 to .858. Higher correlation coefficients indicate stronger positive relationships. A linear correlation coefficient greater than zero indicates statistically significant correlations at the .05 level, as shown in Table 2.

Variables	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
1. PS	1																	
2. AI	0.34 9	1																
3. Com	0.50 0	0.55 9	1															
4. AR	0.64 2	0.49 1	0.53 6	1														
5. Role	0.39 0	0.59 8	0.33 9	0.58 4	1													
6. FM1	0.21 5	0.30 7	0.22 9	0.24 1	0.29 7	1												
7. FM2	0.24 1	0.29 1	0.25 2	0.21 8	0.23 1	0.73 3	1											
8. FM3	0.23 3	0.28 5	0.31 0	0.20 8	0.22 7	0.71 5	0.82 5	1										
9. FM4	0.32 1	0.25 9	0.26 3	0.23 3	0.28 0	0.63 6	0.72 5	0.71 7	1									
10. WFE	0.21 1	0.30 3	0.27 6	0.23 3	0.22 2	0.39 3	0.75 0	0.84 8	0.85 6	0.69 1								
11. FEW	0.38 7	0.22 1	0.30 5	0.33 7	0.36 8	0.57 1	0.70 0	0.70 4	0.78 2	0.80 5	1							
12. POS	0.54 9	0.29 5	0.41 6	0.48 6	0.27 2	0.24 3	0.39 6	0.42 4	0.36 8	0.40 4	0.50 0	1						
13. DJ	0.58 6	0.33 1	0.36 1	0.51 4	0.30 6	0.26 1	0.32 7	0.32 5	0.33 8	0.32 0	0.42 1	0.67 2	1					
14. Altruism	0.26 1	0.27 5	0.30 1	0.30 1	0.29 5	0.25 4	0.30 3	0.39 1	0.34 4	0.36 7	0.37 9	0.35 8	0.24 7	1				
15. Courtesy	0.30 1	0.26 6	0.28 4	0.21 7	0.26 7	0.26 3	0.28 2	0.38 4	0.33 0	0.34 5	0.32 9	0.34 3	0.26 0	0.71 5	1			
16. Cons	0.28 0	0.30 5	0.27 2	0.23 7	0.30 7	0.30 0	0.31 7	0.35 8	0.29 4	0.35 9	0.32 3	0.26 7	0.38 6	0.77 0	0.77 5	1		
17. Civic	0.36 2	0.31 8	0.35 4	0.28 7	0.32 9	0.31 4	0.30 8	0.38 6	0.34 8	0.39 9	0.41 2	0.42 2	0.32 3	0.73 1	0.75 7	0.72 7	1	
18. Loyal	0.34 5	0.25 7	0.27 9	0.27 6	0.33 7	0.28 6	0.30 8	0.38 1	0.32 1	0.38 1	0.38 7	0.37 9	0.23 6	0.77 8	0.75 9	0.73 8	0.70 6	1

Bartlett's test = 3498.561, p = .000 KMO = .865, MSA Between .693 to .914

Note: All variable pairs are statistically significant at the .05 level.

### Results of assessment of measurement model for latent variables in the causal model of organizational citizenship behavior in family businesses

The researcher examined the measurement model of latent variables in the causal relationship model of Organizational Citizenship Behavior (OCB) in family businesses using Confirmatory Factor Analysis (CFA) with AMOS (Analysis of Moment Structure) statistical software to assess both the reliability and validity of the measurement instruments used. The five latent variables (models) examined were: Family Functioning (FF), Family Motivation (FM), Work-Family Enrichment (WF), Social Exchange (SE), Organizational Citizenship Behavior (OCB). The result indicated all models were consistent with the empirical data following Relative Fit Indices  $\chi^2$  less than 2, RMSEA (Root Mean Square Error Approximation), and RMR (Root Mean Square Residual) less than .05, but greater than .95 in GFI (Goodness of Fit Index), AGFI (Adjust Goodness of Fit Index), NFI (Normed Fit Index), TLI (Tucker – Lewis Index), CFI (Comparative Fit Index) (Schumacker & Lomax, 2016; Suksawang, 2014), so studying latent variables was suitable for the Structural Equation Modeling analysis. As shown in Table 3.

Model	$\chi^2$	df	relative $\chi^2$	p	GFI	AGFI	NFI	TLI	CFI	RMSEA	RMR	Result
<b>FF</b>	18.956	14	1.354	.167	.992	.963	.993	.985	.998	.034	.032	Accepted
<b>FM</b>	.072	2	.036	.965	1.000	1.000	1.000	1.000	1.000	.000	.002	Accepted
<b>WF</b>	11.042	8	1.380	.199	.981	.950	.989	.994	.997	.043	.019	Accepted
<b>SE</b>	20.890	51	.676	.053	.977	.953	.987	1.000	1.000	.000	.025	Accepted
<b>OCB</b>	29.207	45	.649	.967	.982	.952	.992	1.000	1.000	.000	.013	Accepted

Table 3: Confirmatory factor analysis (CFA)

Note: \* p <.05, FF= Family Functioning, FM= Family Motivation, WF= Work-Family Enrichment, SE= Social Exchange, OCB= Organizational Citizenship Behavior

### Results of composite reliability (CR) and average variance extracted (AVE) analysis

The researcher assessed Construct Validity using the Confirmatory Factor Analysis (CFA) technique, followed by the examination of Composite Reliability (CR) and Average Variance Extracted (AVE), which should be above 0.700 and 0.500, respectively (Fornell & Larcker, 1981; Hair et al., 2019; Kline, 2019). These measures provide further evidence supporting the reliability and validity of the constructs. Convergent Validity was evaluated through Factor Loadings, which were expected to be statistically significant and exceed 0.500. Discriminant Validity was assessed by comparing the correlations among latent variables, with the AVE of each construct required to be smaller than the square root of the construct's AVE (Fornell & Larcker, 1981).

The Composite Reliability analysis showed values ranging from .916 to .987, all exceeding the threshold of .700. The Average Variance Extracted (AVE) values ranged from .529 to .795, meeting the minimum requirement of .500. Factor loadings were consistently greater than .500, and the AVE for each latent variable was smaller than the square root of its AVE, supporting Discriminant Validity. A Composite Reliability (CR) greater than 0.700 indicates high reliability of the variable, while Average Variance Extracted (AVE) values above 0.500 reflect sufficient explanatory power of the latent variables. As shown in Table 4, the latent variables specifically explained the variance in their respective observable variables, and the model evaluation provided clear evidence of validity and reliability.

Variables	Factor loadings	CR	AVE	1	2	3	4	5
<b>FF</b>	.509-.975	.949	.529	<b>.727*</b>				
<b>FM</b>	.794-.900	.916	.733	.700	<b>.856*</b>			
<b>WF</b>	.910-.979	.956	.783	.650	.750	<b>.885*</b>		
<b>SE</b>	.805-.874	.964	.659	.600	.680	.720	<b>.812*</b>	
<b>OCB</b>	.973-.999	.985	.795	.550	.630	.670	.660	<b>.892*</b>

Table 4: Construct validity analysis

Note: \* Values in diagonal represent the squared root estimate of AVE., FF= Family Functioning, FM= Family Motivation, WF= Work-Family Enrichment, SE= Social Exchange, OCB= Organizational Citizenship Behavior

### Results of the Consistency Analysis of the Causal Relationship Model of Organizational Citizenship Behavior in Family Businesses with Empirical Data

The Structural Equation Modeling (SEM) analysis results, which tested the hypothesized relationships between variables, indicated good model fit, with the following indices:  $\chi^2 =$

96.770,  $df = 97$ , relative  $\chi^2 = .998$ ,  $p = .487$ ,  $GFI = .952$ ,  $AGFI = .915$ ,  $NFI = .966$ ,  $TLI = 1.000$ ,  $CFI = 1.000$ ,  $RMSEA = .000$ ,  $RMR = .043$ . All were consistent with criteria determining relative  $\chi^2$  less than 2, RMSEA (Root Mean Square Error Approximation) and RMR (Root Mean Square Residual) less than .05, but GFI (Goodness of Fit Index), AGFI (Adjust Goodness of Fit Index), NFI (Normed Fit Index), TLI (Tucker – Lewis Index), and CFI (Comparative Fit Index) greater than .90 (Schumacker & Lomax, 2016; Suksawang, 2014). In conclusion, the development of the causal relationship model of Organizational Citizenship Behavior (OCB) in family businesses was consistent with the empirical data, as demonstrated by the analysis results supporting the initial hypothesis (see Tables 5, 6 and Figure 2).

1. Family Functioning (FF), Family Motivation (FM), Work-Family Enrichment (WF), and Social Exchange (SE) collectively explained the variance in Organizational Citizenship Behavior (OCB) at 31.2%. The coefficient of determination ( $R^2$ ) of the structural equation in latent variables was at .090 in Family Motivation, so Family Functioning as endogenous variables could explain the variance of Family Motivation at 9%. While Work-Family Enrichment was at ( $R^2$ ) = .969, then its variance was at 96.9%, explained by Family Functioning and Family Motivation. Social Exchange was at ( $R^2$ ) = .709 or 70.9% of its variance, explaining Family Functioning and Family Motivation were endogenous variables.
2. Family Functioning (FF), Family Motivation (FM), Work-Family Enrichment (WF), and Social Exchange (SE) had a statistically significant positive effect on Organizational Citizenship Behavior (OCB) in family businesses at the .05 significance level.
3. Family Motivation (FM) had the most significant effect on Organizational Citizenship Behavior (OCB), followed by Family Functioning (FF), Work-Family Enrichment (WF), and Social Exchange (SE) with values of .409, .363, .338, and .290, respectively.

The effect coefficients for Family Functioning showed indirect effects on Organizational Citizenship Behavior through Family Motivation, Work-Family Enrichment, and Social Exchange as mediator variables, with the indirect effect coefficient at .363. Additionally, it had both a direct effect ( $DE = .115$ ) and an indirect effect ( $IE = .284$ ) on Work-Family Enrichment, with a total effect size of .398. It also had a direct effect ( $DE = .694$ ) and an indirect effect ( $IE = .094$ ) on Social Exchange, with a total effect size of .788.

Meanwhile, the effect coefficients for Family Motivation showed indirect effects on Organizational Citizenship Behavior through Work-Family Enrichment and Social Exchange as the mediator variable, with the indirect effect coefficient at .409. It also had a direct effect on Work-Family Enrichment with a direct effect coefficient of .944 and indirect effects on Social Exchange with a coefficient of .312.

Lastly, the effect coefficients for Work-Family Enrichment demonstrated both direct and indirect effects on Organizational Citizenship Behavior, with a direct effect coefficient of .338, while Social Exchange also showed a direct effect with a coefficient of .290.

Value Index	Criteria	Statistical model	Result
1. Chi-Square df Relative Chi-square	More than 0 $\leq 2$	96.770 97 .998	Accepted
2. p-value	$> .05$	.487	Accepted
3. GFI (Goodness of Fit Index)	$> .90$	0.952	Accepted
4. AGFI (Adjust Goodness of Fit Index)	$> .90$	0.915	Accepted
5. NFI (Normed Fit Index)	$> .90$	0.966	Accepted
6. TLI (Tucker–Lewis Index)	$> .90$	1.000	Accepted
7. CFI (Comparative Fit Index)	$> .90$	1.000	Accepted
8. RMSEA (Root Mean Square Error Approximation)	$< .05$	0.000	Accepted
9. RMR (Root Mean Residual)	$< .05$	0.043	Accepted

Table 5: Concordance analysis of structural equation modeling (SEM) between hypothesis and empirical data

Endogenous Variables	Family Motivation			Work-Family Enrichment			Social Exchange			Organizational Citizenship Behavior		
	TE	DE	IE	TE	DE	IE	TE	DE	IE	TE	DE	IE
Family Functioning	.301	.301	-	.398	.115	.284	.788	.694	.094	.363	-	.363
Family Motivation	-	-	-	.944	.944	-	.312	.312	-	.409	-	.409
Work-Family Enrichment	-	-	-	-	-	-	-	-	-	.338	.338	-
Social Exchange	-	-	-	-	-	-	-	-	-	.290	.290	-
<b>R<sup>2</sup></b>	.090			.969			.709			.312		
$\chi^2 = 96.770$ , $df = 97$ , $relative \chi^2 = .998$ , $p = .487$ , $GFI = .952$ , $AGFI = .915$ , $NFI = .966$ , $TLI = 1.000$ , $CFI = 1.000$ , $RMSEA = .000$ , $RMR = .043$												

Table 6: The effect coefficients of the causal relationship model of organizational citizenship behavior in family businesses

Note: TE = Total Effect, DE = Direct Effect, IE = Indirect Effect

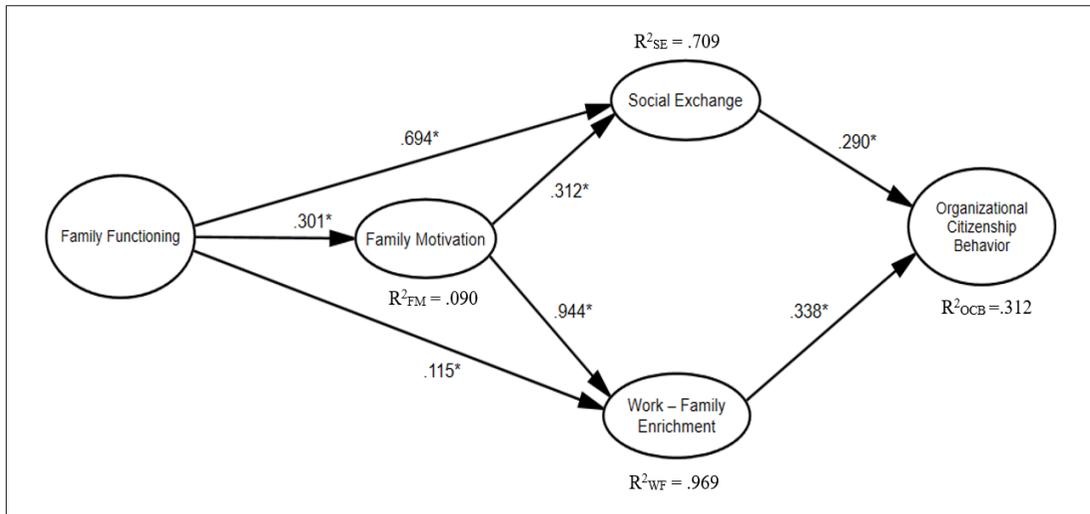


Figure 2: The effect coefficients of the causal relationship model of organizational citizenship behavior in family businesses  
 Note: \*p < .05

### Summary and Discussion

The result of research indicated that the developed causal relationship model of Organizational Citizenship Behavior (OCB) in family businesses was consistent with empirical data by supporting the initial hypothesis and analysis results as follows:

1) Family Functioning (FF), Family Motivation (FM), Work-Family Enrichment (WF), and Social Exchange (SE) explained the variance in Organizational Citizenship Behavior (OCB) at 31.2% but not much higher than compared with the maximum possible variance. However, by the coefficient of determination at .312, Behavior or Social Research still remark it significantly because human behavior always had complexity and influence by various variables Hair et al. (2019; Cohen et al. (2003). Moreover, Family Function could clarify the variance of Family Motivation at 9%, while both also clarified the variance in Work-Family Enrichment and Social Exchange at 96.9% and 70.9%, respectively.

The reason might be from family like the first institute to indoctrinate beliefs, attitudes, behavior, and social norms created for members through communication, perception, acceptance, and trust. Proper Family Functioning in a warm environment, empathy, and mutual assistance in the family could support their working in the organization (Jewpattanakul & Tubkeaw, 2014), likewise affect family satisfaction with significant predication (Roman et al., 2016), their well-being, interaction (Botha & Booysen, 2013), and relationships to others discipline. It also encouraged the members to obey and follow social orders (Owringi, Yousliani & Zarnaghash, 2011) and led to Organizational Citizenship Behavior. Though it was not a direct effect, it upheld another variable positively. It also influenced a stronger family. Nevertheless, ineffective functioning subsequently affected family life (Kittisophano, Srikhruadong, & Srivijitvorakul, 2017). Poor family functioning was related to poor communication, poor behavior control, and high levels of family conflict (Halliday, 2014). While family functioning was positively related to life satisfaction, non-participatory and disordered working resulted in lower life satisfaction (Szcześniak & Tułeczka, 2020).

When a family was properly functioning, it would strengthen life skills and live happily in society. According to some research, family functioning was associated with life skills in rapport and critical thinking (Sriwan, Chaimongkol, & Phongchaturawit, 2017), so the member also should have better life skills, personality and behavioral expression in society (Tasanathonchai, Chaimongkol, & Thianpitchet, 2009). Moreover, they could overcome obstacles or problems, endure hardship, adapt themselves, and set life goals (Saengla, Chaimongkol & Phongchaturawit, 2014). While members got motivated to work for the family, the family supported their work by providing problem solutions like lightening the burden of family caregiving and alleviating their anxiety or stress at work. Family involvement contributed to expert members applying their knowledge and skills at work. Meanwhile, positive emotion also boosted higher work efficiency (Suksri, Thangcharoenkul & Aphichattra, 2020) and showed positive results in Work-Family Enrichment, Social Exchange, Emotion, and delighted value creation from working or benefit. Those would let members express organizational citizenship behavior and support organizational operations smoothly (Greenberg & Baron, 1997). Many studies indicated that upbringing and home environment were essential in cultivating capable CEOs for family businesses. The appropriate parenting would affect their leaders and employees in the long term (Eddleston, Shanine & Madison, 2022). However, while the primary theoretical framework emphasizes Social Exchange and Work-Family Enrichment, alternative explanations should also be considered. For instance, some research suggests that OCB might be driven by self-interest rather than purely altruistic motives. In family businesses, this could manifest as a desire to protect the family's legacy or ensure future economic security. Additionally, factors such as organizational culture, leadership style, and individual personality traits could moderate the relationships between the chosen variables and OCB.

2) Family Functioning (FF), Family Motivation (FM), Work-Family Enrichment (WF), and Social Exchange (SE) had a statistically significant positive effect on Organizational Citizenship Behavior (OCB) in family businesses at .05. Family Motivation had the greatest effect on Organizational Citizenship Behavior, followed by Family Functioning (FF), Work-Family Enrichment (WF), and Social Exchange (SE), with total effect sizes of .409, .363, .338, and .290, respectively.

Motivation is a mental state driving behavior toward a goal, so Family Motivation shall impel individuals' functional value at work because of family support (Erum et al., 2020). This motivation is driven by caring for a loved one, considered a meaningful and significant goal in the workplace, and positively affects relationships between work-family or Work-Family Enrichment (Menges, et al, 2017). Additionally, family motivation can provide energy for one's work and work goals (Greenhaus & Powell, 2006; Rothbard, 2001). It was consistent with Umrani et al. (2019) study, which found that family motivation was not directly related to an individual's Organizational Citizenship Behavior, but self-efficacy was the driving force for better behavior. Meanwhile, Erum et al. (2020) believed that family motivation could predict Organizational Citizenship Behavior by including manners at work and affected Organizational Citizenship Behavior and enhanced individuals and self-efficacy. Therefore, family motivation affects Organizational Citizenship Behavior and was consistent with Menges et al. (2017), indicating that it supported increasing efficiency in job performance with energy-boosting and stress relieving. In conclusion, family motivation could energize and enhance work efficiency, and the source of motivation also explained the variance of Organizational Citizenship Behavior significantly (Barbuto & Story, 2011). Though there was little empirical research, other related showing motivation influenced Organizational Citizenship Behavior (Wanasiri & Tuikampee,

2014; Suwanrat, 2017; Rioux & Penner, 2001; Barbuto & Story, 2011; Meng & Li, 2022).

Considering the influence coefficient value of Work-Family enrichment, which affecting directly Organizational Citizenship Behavior, it was consistent with the study by Kwan, H. & Mao, Y. (2011). It found that Organizational Citizenship Behavior had a positive relationship with Work-Family enrichment from Personal Skill Development as a mediator variable. Meanwhile, members working in family businesses also receive knowledge, skills, psychological safety, job security, and valuable experience in family functioning, such as caring, advising, and financial support (Suksri, Thangcharoenkul, & Aphichattra, 2020). In business owners' view, emotional support is equally significant as financial support. Bank of America reported that family & friend support was the principal role in creating motivation and excitement for owners (Waltower, 2022). The relationship between family and work was the concept of processing one's experience or circumstance in an environment affecting another environment but they provided mutual benefit. While Work-Family Enrichment emphasized family or work resources for better work performance or Organizational Citizenship Behavior (Carlson, Kacmar, Wayne, & Grzywacz, 2006). The positive relationship between family and work contributed to individuals being great family members but also affected Organizational Citizenship Behavior.

The Work-Family Enrichment concept by Carlson et al. (2006) and Greenhaus & Powell (2006) indicated it could affect workers' feelings of positive emotions and endure the tension of work. Hill's (2005) study also found that support of work and family had a positive relationship with work and life satisfaction but a negative with individual stress. Motivation had a direct effect on work satisfaction and Work-Family Enrichment had a positive relationship with work satisfaction (Roche & Haar, 2011). However, the study by Russo & Buonocore (2012) found that Work-Family Enrichment related to intention to resign. It was in line with Suksri, Thangcharoenkul, & Abhichatibutra's (2020) findings, which indicated that Work-Family Enrichment could increase work motivation but decrease the intention to resign. The study by Sathapornwajana (2008) said that an individual receiving family support could decrease tension at work and have extra time for work development following company goals or higher business performance. However, the person having this kind of individuality must be more enthusiastic about desires than money, such as success, growth, and self-development (David, Schoorman & Donaldson, 1997). Meanwhile, it found that the relationship between perception, organizational support, and family involvement was positive (for example, Work-Family Enrichment) with Organizational Citizenship Behavior (Singh & Singh, 2011).

Regarding the influence coefficient value of Social Exchange directly affecting Organizational Citizenship Behavior valued at .290, it considered the Social Exchange variable had a medium to large effect on Organizational Citizenship Behavior. When employees perceived organizational support at a high level, they would believe that the organization valued their work and delivered to them as employees, so they wanted to be more participative by returning to beneficial work to organizations, for example, work better (Hofmann & Morgeson, 1999). More supported by the study of Ahmandi, Forouzandeh & Kahreh (2010), which found that Social Exchange had a capable role in Organizational Citizenship Behavior and Perceived Organizational Support had a relationship with it accordingly. Apiwongngam's study (2017) indicated that Perceived Organizational Justice, Perceived Organizational Support, and Individual Needs had a positive relationship with Organizational Citizenship Behavior. Ofar (2021) also found that Distributive Justice affected Organizational Citizenship Behavior, while Nantararat (2019) clarified that Perceived Organizational Justice and Perceived Organizational

Support had a positive relationship with Organizational Citizenship Behavior.

The positive relationship between Family Functioning and OCB confirms previous findings that a supportive and cohesive family environment contributes to positive work behaviors. However, this study extends this understanding by demonstrating the mediating role of Family Motivation. Specifically, it suggests that a strong family unit not only promotes prosocial behavior but also instills a sense of dedication and a willingness to contribute to the family business, leading to higher OCB. This finding aligns with research on prosocial motivation, which emphasizes the significant influence of family on individual behavior. Moreover, the emphasis on family values within Thai culture further amplifies this effect, suggesting that cultural factors play a crucial role in shaping OCB within family businesses.

Additionally, the study confirms the positive link between Social Exchange, Work-Family Enrichment, and OCB, consistent with findings from other contexts. This supports the notion that individuals who experience positive spillover between their work and family roles are more likely to engage in extra-role behaviors that benefit the organization. However, it is essential to acknowledge that some research has linked Work-Family Enrichment to negative outcomes, such as the intention to resign. This discrepancy highlights the complexity of the work-family interface and underscores the need for further investigation, particularly in family businesses where the boundaries between work and family are often blurred.

This research diverges from previous similar studies in three major aspects and introduces notable innovations and theoretical proposals as follows:

**Context of Family Businesses in Thailand:** Most studies focus on Organizational Citizenship Behavior (OCB) within general organizational settings. This study, however, offers a novel perspective by examining OCB specifically within Thai family businesses—a context characterized by unique dynamics and complexities. Family businesses in Thailand play a crucial role in the economy but face challenges such as succession planning and internal family conflicts. This study aims to enhance understanding of the factors influencing OCB in Thai family businesses, potentially informing strategies that foster OCB and improve overall business performance.

**Causal Relationship Model:** This research develops a causal model to explain the relationships among various factors that influence Organizational Citizenship Behavior (OCB) in family businesses. The model includes five latent variables: Family Functioning (FF), Family Motivation (FM), Work-Family Enrichment (WF), Social Exchange (SE), and OCB. The findings indicate that Family Motivation (FM) has the strongest influence on OCB, followed by Family Functioning (FF), Work-Family Enrichment (WF), and Social Exchange (SE), respectively. This model serves as a valuable tool for understanding and predicting OCB in family businesses and can inform the development of policies and practices to encourage OCB.

**Theoretical Insights:** This study provides new theoretical insights into Organizational Citizenship Behavior (OCB) within the context of family businesses, especially concerning the roles of Family Motivation and Family Functioning. While previous research often focuses on individual and organizational factors, this study highlights the significance of family-related factors in promoting OCB. The findings support the idea that a warm family environment characterized by care and mutual support can positively influence OCB. Additionally, the research emphasizes the importance of work-family balance and social exchange in enhancing family motivation, family functioning, and OCB.

New Theoretical Proposals in a Distinct Geographic and Cultural Context: The relationship between family and business in Thai culture may differ from that in other cultures, potentially impacting Organizational Citizenship Behavior (OCB). Thai societal values, such as gratitude, respect for elders, and unity, may contribute to promoting OCB within family businesses. Future research should investigate cultural differences that might influence OCB in family business contexts.

This research represents a significant step in understanding Organizational Citizenship Behavior (OCB) in family businesses by presenting new perspectives from the context of Thai family businesses, developing a causal relationship model, and offering new theoretical insights. Future research should build on this study by exploring additional factors, incorporating qualitative data, and conducting comparative studies across different geographic and cultural contexts to gain a more comprehensive understanding of OCB within family businesses.

### **Implications for Theory and Practice**

This study offers several key contributions to both theory and practice. First, it underscores the need for a more nuanced understanding of Organizational Citizenship Behavior (OCB) within family businesses by incorporating family-specific variables, such as Family Functioning and Family Motivation. Existing OCB models, which are primarily developed in non-family business contexts, may need to be adapted to better capture the unique dynamics of family enterprises. Second, the research emphasizes the critical role of cultural context in shaping OCB. The findings suggest that cultural values that prioritize family cohesion and collective goals—values that are prevalent in Thailand—can significantly influence employee behavior. Future research should further explore these dynamics in various cultural settings to develop a more comprehensive and culturally sensitive understanding of OCB.

For practitioners, this study provides valuable insights into strategies for fostering OCB in family businesses. Business leaders should focus on strengthening family relationships and creating a supportive work environment that facilitates a balance between work and family responsibilities. Practical interventions could include family retreats, open communication channels, flexible work arrangements, and employee assistance programs. By investing in such initiatives, family businesses can establish a virtuous cycle, where strong family bonds translate into dedicated employees who go above and beyond to contribute to the organization's success.

### **Limitations and Future Research**

While insightful, this study has certain limitations. The sample, drawn exclusively from Thai family businesses, restricts the generalizability of the findings to other cultural contexts. Future research should replicate this study in different countries to explore how diverse cultural values influence the relationships between the identified variables and OCB. Additionally, this study utilized cross-sectional data, which may not provide a comprehensive understanding of how these relationships evolve over time. Longitudinal research would offer deeper insights into the dynamic nature of these relationships.

Further research could also investigate the role of leadership within family businesses and its impact on fostering OCB. Exploring how different leadership styles, communication patterns, and conflict resolution strategies within the family influence employee behavior could offer valuable insights for practitioners. Moreover, incorporating qualitative methods, such as interviews or focus groups, could enrich our understanding of the lived experiences of family

members working in family businesses and their motivations for engaging in OCB. Addressing these limitations and building on the current findings will contribute to a more comprehensive and practically relevant understanding of OCB in family businesses.

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