



ORGANIZATIONAL CITIZENSHIP BEHAVIOR AND WORK PERFORMANCE AMONG JOB ORDER EMPLOYEES OF A LOCAL GOVERNMENT UNIT

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ABSTRACT

This study examined the Organizational Citizenship Behavior (OCB) and work performance of job order employees in the Local Government Unit (LGU) of Libertad, Antique. Specifically, it assessed the levels of OCB in terms of sportsmanship, civic virtue, helping behavior, and organizational loyalty, and work performance in terms of quantity, quality, and timeliness. It further explored differences based on demographic variables and the relationship between OCB and work performance. A convergent mixed-methods design was employed, involving 86 job order employees and 10 interview participants. Quantitative data were analyzed using descriptive and inferential statistics, while qualitative data were examined through thematic analysis. Results revealed a very high level of OCB across all dimensions and a strong positive relationship between OCB and work performance. Qualitative findings indicated that non-monetary factors such as workplace relationships, sense of belonging, and public service motivation drive employee behavior. The study concludes that OCB is a critical determinant of work performance and organizational effectiveness in LGUs. Implications for public sector human resource management are discussed.

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Keywords: *Organizational Citizenship Behavior, Work Performance, Job Order Employees, Public Administration, LGU*

INTRODUCTION

Local Government Units (LGUs) play a fundamental role in the delivery of essential public services and the promotion of local development. The effectiveness of these institutions is largely dependent on the performance and behavior of their employees. While traditional perspectives emphasize technical competence and formal job responsibilities, contemporary organizational research highlights the importance of discretionary behaviors that contribute to overall organizational success.

These discretionary behaviors are collectively referred to as Organizational Citizenship Behavior (OCB), which Organ (1988) defined as voluntary actions that are not formally required but significantly enhance organizational effectiveness. Such behaviors include assisting co-workers, maintaining professionalism in challenging situations, actively participating in organizational activities, and demonstrating commitment to institutional goals. In public sector environments, where employees often face limited resources and increasing service demands, these behaviors are particularly important in sustaining efficiency and effectiveness.

In the Philippine context, job order employees comprise a substantial portion of the workforce in many local government units. These employees are engaged under temporary arrangements and are typically not entitled to standard employment benefits or job security.

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Despite these limitations, many job order employees continue to demonstrate dedication and commitment to their roles. Existing literature suggests that such behaviors may be influenced by intrinsic motivation, workplace relationships, and a strong sense of public service (Perry and Wise, 1990; Gonzales and Delos Reyes, 2019).

The Municipality of Libertad, Antique provides a relevant setting for this study. The local government unit relies heavily on job order employees for both administrative and frontline service delivery. Their contributions have been instrumental in achieving organizational success and recognition. However, despite their significant role, job order employees remain underrepresented in empirical research, particularly in studies examining Organizational Citizenship Behavior and work performance.

This study aims to address this gap by examining the Organizational Citizenship Behavior and work performance of job order employees in the LGU of Libertad, Antique. It seeks to determine the levels of OCB and work performance, examine differences based on demographic characteristics, analyze the relationship between these variables, and explore employees lived experiences. The findings are expected to provide valuable insights for improving human resource management practices and enhancing public service delivery.

METHODOLOGY

Research Design

This study utilized a convergent mixed-methods research design, which integrates both quantitative and qualitative approaches to provide a comprehensive understanding of

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the research problem. This design allows for the simultaneous collection and analysis of numerical data and descriptive narratives, thereby enabling the validation and triangulation of findings.

Research Participants

The respondents of the study consisted of 86 job order employees of the Local Government Unit of Libertad, Antique who had rendered at least three years of service. This criterion ensured that participants possessed sufficient experience and familiarity with the organization’s operations. Total enumeration sampling was employed for the quantitative component to ensure complete representation of the target population.

For the qualitative component, ten participants were selected through purposive sampling. These individuals were chosen based on their willingness to participate and their ability to provide meaningful insights regarding their work experiences.

Research Instrument

The study utilized a researcher-made questionnaire designed to measure Organizational Citizenship Behavior and work performance. Organizational Citizenship Behavior was assessed in terms of sportsmanship, civic virtue, helping behavior, and organizational loyalty, while work performance was evaluated based on quantity, quality, and timeliness. A five-point Likert scale was used to measure the degree of agreement of the respondents.

In addition, a semi-structured interview guide was employed to gather qualitative data. This instrument allowed respondents to describe their experiences, challenges, and

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contributions in their own words, thereby providing deeper insights into the findings of the study.

Data Gathering Procedure

Prior to data collection, permission was secured from the Municipal Mayor of Libertad, Antique. The researcher personally distributed the questionnaires to the respondents and provided instructions for completion. Participation in the study was voluntary, and respondents were assured of confidentiality.

For the qualitative phase, interviews were conducted in a private setting within the municipal office. With the consent of the participants, the interviews were recorded and later transcribed verbatim for analysis.

Data Analysis

Quantitative data were analyzed using descriptive statistics such as mean and standard deviation to determine the levels of Organizational Citizenship Behavior and work performance. Inferential statistics, including the Mann-Whitney U Test and Kruskal-Wallis Test, were used to determine significant differences among groups. The Spearman Rho was employed to assess the relationship between Organizational Citizenship Behavior and work performance.

Qualitative data were analyzed using thematic analysis, which involved coding, categorizing, and identifying patterns within the responses. All statistical analyses were conducted at a 0.05 level of significance.

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Ethical Considerations

The study adhered to ethical standards by ensuring voluntary participation, informed consent, and confidentiality of responses. No personal identifiers were included in the data, and all information was used solely for academic purposes.

RESULTS AND DISCUSSION

Level of Organizational Citizenship Behavior

The findings revealed that job order employees demonstrated a very high level of Organizational Citizenship Behavior, with an overall mean score of 4.67. This indicates that employees consistently engage in positive and voluntary behaviors that contribute to organizational effectiveness. The high ratings across all dimensions suggest that Organizational Citizenship Behavior is a well-established characteristic among the respondents.

Level of Work Performance

The results further showed that job order employees exhibited a high level of work performance in terms of quantity, quality, and timeliness. This indicates that employees are able to accomplish their assigned tasks effectively, produce outputs that meet organizational standards, and complete their work within the required timeframes.

In terms of quantity, the respondents demonstrated the ability to manage their workload efficiently and complete a substantial amount of work within a given period. This

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suggests that job order employees are productive and capable of meeting the demands of their assigned responsibilities despite limited resources.

With regard to quality, the findings indicate that employees consistently produce accurate, complete, and reliable outputs. This reflects their attention to detail and adherence to organizational standards, which are essential in ensuring effective service delivery in a public sector setting.

In terms of timeliness, the results showed that employees are able to complete tasks and submit outputs within designated deadlines. This demonstrates effective time management and a strong sense of responsibility, which are critical in maintaining workflow efficiency and organizational coordination.

Overall, the high level of work performance among job order employees suggests that they are capable of delivering consistent and reliable outputs, contributing significantly to the overall effectiveness of the Local Government Unit of Libertad, Antique.

Significance of Difference in the Respondents' Level of Organizational Citizenship Behavior When Grouped According to Age, Sex, and Civil Status

The results revealed that there was no significant difference in the level of Organizational Citizenship Behavior among the respondents when they were grouped according to age, sex, and civil status. This indicates that the respondents demonstrated a consistently very high level of Organizational Citizenship Behavior regardless of their demographic characteristics.

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The absence of significant differences suggests that Organizational Citizenship Behavior is uniformly exhibited among job order employees in the Local Government Unit of Libertad, Antique. This implies that factors such as age, gender, and civil status do not significantly influence the extent to which employees engage in discretionary behaviors such as sportsmanship, civic virtue, helping behavior, and organizational loyalty.

This finding may be attributed to the shared work environment and organizational culture within the local government unit, which promotes cooperation, professionalism, and commitment among employees. Regardless of their personal characteristics, employees are likely influenced by common workplace norms, expectations, and experiences that encourage the practice of Organizational Citizenship Behavior.

Furthermore, the results indicate that Organizational Citizenship Behavior is more strongly associated with organizational and psychological factors rather than demographic variables. Employees may be motivated by intrinsic factors such as sense of responsibility, workplace relationships, and commitment to public service, which transcend demographic differences.

Overall, the findings suggest that Organizational Citizenship Behavior among job order employees is a stable and consistent behavior across different demographic groups. This reinforces the idea that fostering a positive organizational culture and supportive work environment is more critical than demographic factors in promoting citizenship behaviors in the workplace.

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Significance of Difference on the Respondents' Level of Work Performance When Grouped According to Age, Sex, and Civil Status

The results indicated that there was no significant difference in the level of work performance among the respondents when they were grouped according to age, sex, and civil status. This finding suggests that job order employees demonstrated a consistently high level of work performance regardless of their demographic characteristics.

The absence of significant differences implies that factors such as age, gender, and civil status do not substantially influence the employees' ability to perform their assigned tasks in terms of quantity, quality, and timeliness. Employees across different demographic groups exhibited similar levels of productivity, accuracy, and adherence to deadlines, indicating a uniform standard of performance within the organization.

This result may be attributed to the standardized nature of work assignments and performance expectations within the Local Government Unit of Libertad, Antique. Employees are likely guided by common policies, procedures, and performance standards that ensure consistency in task execution. Additionally, the shared work environment and organizational culture may contribute to the uniformity of performance among employees.

Moreover, the findings suggest that work performance among job order employees is more strongly influenced by organizational factors such as supervision, work environment, and task demands rather than individual demographic characteristics. Employees may also be driven by intrinsic motivation, sense of responsibility, and commitment to public service, which enable them to maintain high levels of performance regardless of personal attributes.

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Overall, the results indicate that work performance among job order employees is consistent across different demographic groups. This highlights the importance of maintaining supportive organizational practices and clear performance standards to sustain high levels of employee productivity and effectiveness in the local government setting.

Significant Relationship Between Respondents' Level of Organizational Citizenship Behavior and Their Level of Work Performance

The results revealed a significant and strong positive relationship between Organizational Citizenship Behavior (OCB) and work performance in terms of quantity, quality, and timeliness, with all p-values indicating statistical significance. This means that higher levels of OCB are consistently associated with better employee performance.

Among the OCB dimensions, sportsmanship showed a very strong relationship with work quantity and strong links with quality and timeliness, indicating that a positive attitude enhances productivity and efficiency. Civic virtue was strongly related to quality and quantity, suggesting that active participation and organizational awareness contribute to higher-quality outputs. Helping behavior was strongly associated with quantity and timeliness, highlighting the importance of teamwork in improving productivity and meeting deadlines. Organizational loyalty also showed strong relationships across all performance areas, reflecting how commitment drives better work outcomes.

Qualitative findings supported these results by showing that employees practice cooperation, initiative, and adaptability in their daily tasks, which enhances performance despite workplace challenges.

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Overall, the study confirmed that OCB plays a crucial role in improving work performance, emphasizing that fostering positive behaviors such as cooperation, participation, helpfulness, and loyalty can significantly enhance productivity, quality, and timeliness in the workplace.

Experiences and Challenges

The findings revealed that employees in Libertad, Antique experience a strong sense of cooperation and community spirit (pakig-updanay) in the workplace, which helps ease workloads and enhances overall work performance. Despite facing challenges such as limited resources, respondents demonstrated resourcefulness, adaptability, and initiative in completing their tasks.

Moreover, participants expressed a deep sense of pride and fulfillment in serving their community, which served as a key source of motivation. Their work was not only driven by responsibilities but also by a strong commitment to contribute to the municipality.

Overall, the results indicated that work performance was greatly influenced by positive cultural values such as teamwork, perseverance, and community service, rather than solely by the availability of resources. These factors collectively fostered a meaningful, motivated, and resilient workforce.

Significant Contributions Made by the Respondents

The results showed that respondents made meaningful contributions to their workplace through strengthening teamwork, improving efficiency, and promoting positive

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work values. They actively supported their colleagues, fostering a cooperative environment that enhanced productivity and task completion.

Despite limited resources, participants demonstrated initiative and resourcefulness by finding practical solutions to maintain workflow and prevent delays. Additionally, they contributed by modeling positive attitudes such as punctuality, dedication, and professionalism, which influenced and motivated others in the workplace.

Overall, the findings indicated that respondents' contributions extended beyond individual performance, emphasizing collaboration, proactive problem-solving, and value-driven behavior. These contributions reinforced their sense of purpose and played a vital role in improving both organizational effectiveness and community service.

Experiences and Contributions of Job Order Employees support the Quantitative Findings on OCB and Work Performance

The results showed that the lived experiences and contributions of Job Order employees strongly support the quantitative findings of very high Organizational Citizenship Behavior (OCB) and work performance in the Municipality of Libertad, Antique. Qualitative data revealed that cooperative behaviors, such as helping co-workers and practicing teamwork, are consistently demonstrated in daily work, leading to more efficient task completion.

Employees also exhibited initiative, responsibility, and concern for organizational welfare, reflecting civic virtue and commitment beyond their assigned duties. Their strong

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sense of pride in serving the community further reinforced organizational loyalty, even in the absence of permanent employment status.

Despite challenges like limited resources and heavy workloads, respondents maintained high performance by being resourceful, flexible, and proactive.

Overall, the findings confirmed that positive workplace behaviors—such as cooperation, initiative, dedication, and adaptability—play a crucial role in sustaining high levels of work performance, thereby reinforcing the significant relationship between OCB and employee performance.

Integrated Quantitative–Qualitative Discussion

The integrated findings revealed that Job Order employees in the Local Government Unit of Libertad, Antique demonstrated very high levels of Organizational Citizenship Behavior (OCB) and work performance. Quantitative results showed strong performance across all OCB dimensions—sportsmanship, civic virtue, helping behavior, and organizational loyalty—as well as in work output, quality, and timeliness.

Qualitative narratives supported these findings by highlighting a workplace culture rooted in cooperation (pakig-updanay), mutual respect, and shared responsibility. Employees consistently practiced teamwork, initiative, and adaptability, enabling them to maintain productivity despite limited resources and heavy workloads. Their strong sense of pride and commitment to public service further explained high levels of organizational loyalty and motivation.

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The study also found no significant differences in OCB and work performance when grouped by age, sex, and civil status, indicating a consistent culture across employees, although age slightly influenced helping behavior. Additionally, a strong positive relationship was established between OCB and work performance, confirming that positive workplace behaviors directly enhance efficiency, quality, and timeliness of work.

Overall, the results demonstrated that employee performance is driven not only by resources but also by shared values, teamwork, and intrinsic motivation, reinforcing the importance of OCB in sustaining high organizational effectiveness.

CONCLUSION

Job Order employees in the LGU of Libertad, Antique demonstrate very high levels of organizational citizenship behavior (OCB) and work performance despite employment challenges. Their professionalism, cooperation, and dedication significantly enhance their efficiency, quality of work, and timeliness. These positive behaviors are largely influenced by organizational culture and shared values rather than demographic factors, although age contributes to stronger helping behaviors. Overall, Job Order employees are reliable and valuable contributors who play a vital role in maintaining effective public service delivery.

Contributions of Authors

The author initiated and completed this study.

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INSTABRIGHT e-GAZETTE

ISSN: 2704-3010

Volume VII, Issue IV

May 2026

Available online at <https://www.instabrightgazette.com>



Funding

This work is funded by the author.

Conflict of Interests

The author declares no conflict of interest.



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Acknowledgment

The researcher would like to express her sincere and heartfelt gratitude to all individuals who contributed to the successful completion of this thesis.

First and above all, the researcher humbly offers her deepest thanks to the Almighty Father for the strength, wisdom, guidance, and grace bestowed upon her throughout this academic journey. His presence provided perseverance during challenges and clarity during moments of uncertainty.

The researcher extends her profound appreciation to Dr. Ma. Abigail C. Nolasco, her thesis adviser, for her invaluable guidance, scholarly expertise, patience, and constant encouragement. Her constructive feedback, insightful suggestions, and unwavering support greatly contributed to the completion and refinement of this research.

Grateful acknowledgment is also extended to the panel of examiners, headed by Ma'am Rona J. Dela Paz, Engr. Cecilia S. Calizo, Ma'am Ann Portia R. Lim and Ma'am Edeneth B. Fernandez, for their time, expertise, and meaningful recommendations that strengthened the quality of this manuscript.

Sincere thanks are likewise given to the Faculty of Business and Management Education of Aklan Catholic College for providing a supportive academic environment that fostered learning, research, and professional growth.

The researcher is deeply grateful to the Local Government Unit of Libertad, Antique, particularly the Municipal Mayor and department heads, for granting permission to conduct this study. Special appreciation is extended to the Job Order employees of LGU Libertad,

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ISSN: 2704-3010

Volume VII, Issue IV

May 2026

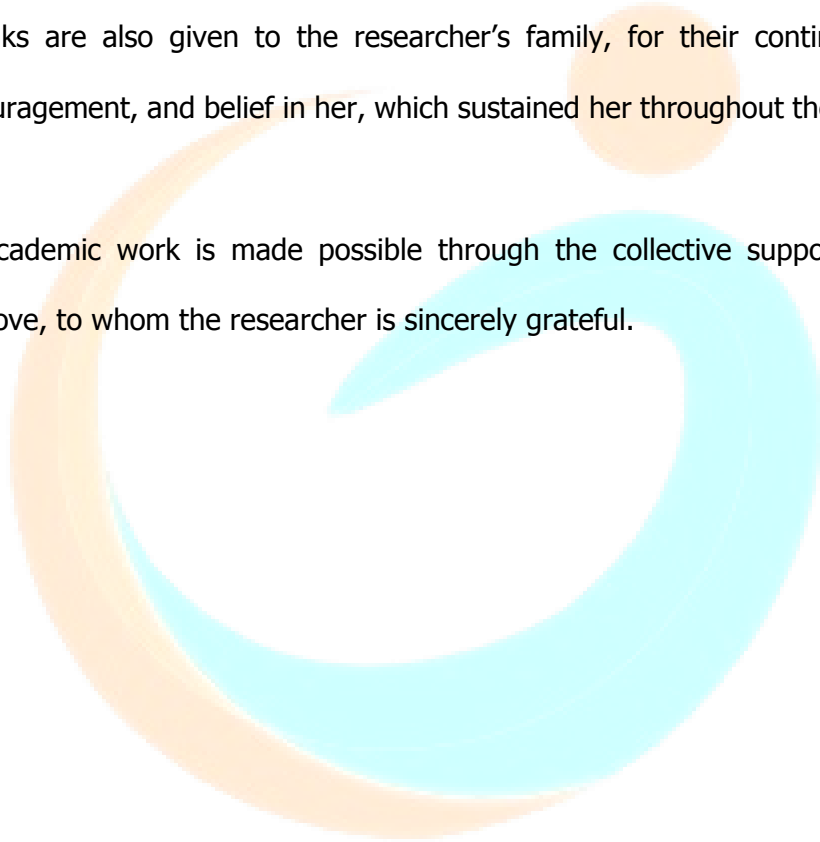
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Antique for their cooperation, willingness to participate, and for generously sharing their experiences and insights, which served as the foundation of this research.

The researcher expresses her deepest gratitude to her husband, John Earl Mateo, for his unconditional love, patience, encouragement, and unwavering support throughout this journey. His understanding and motivation were a constant source of strength and inspiration. Heartfelt thanks are also given to the researcher's family, for their continuous support, prayers, encouragement, and belief in her, which sustained her throughout the completion of this thesis.

This academic work is made possible through the collective support of all those mentioned above, to whom the researcher is sincerely grateful.



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INSTABRIGHT e-GAZETTE

ISSN: 2704-3010

Volume VII, Issue IV

May 2026

Available online at <https://www.instabrightgazette.com>



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