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A Correlational Analysis Of The Citizenship Behavior And Organizational Commitment Of The Job Order Employees In The City Government Of Kidapawan

Life Gabriel F. Osumo¹ | Benjie V. Castro² | Artt Evander B. Dula³ | Rea Camille Untalan – Tabanay⁴

¹ University of Perpetual Help System DALTA, Davao City, Philippines

²⁻⁴ Makilala Institute of Science and Technology, Philippines

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Abstract

This study investigates the relationship between Organizational Citizenship Behavior (OCB) and Organizational Commitment (OC) among job order employees in the City Government of Kidapawan, Philippines, with implications for local governance and public sector human resource management. The study highlights the novelty of focusing on job order employees, a group often overlooked in public administration research, and their contribution to effective service delivery. OCB was examined across altruism, conscientiousness, sportsmanship, courtesy, and civic virtue, while OC was assessed through affective, continuance, and normative commitment. A correlational research design was employed with 160 job order employees selected through convenience sampling, reflecting the demographic profile of the local workforce. Data were analyzed using descriptive statistics and Spearman's rho correlation at $\alpha = 0.01$. Findings indicate that respondents are predominantly male, aged 41 and above, with more than five years of service. Both OCB and OC levels were rated very high, reflecting strong discretionary behaviors and organizational attachment despite their non-permanent status. A moderate positive correlation was found between OCB and OC ($r = 0.574$), suggesting that strengthening citizenship behaviors enhances employee commitment. These insights underscore the importance of reinforcing psychological contracts, performance-based recognition, and institutional support for non-permanent personnel. The study contributes to the discourse on SDG 16 (Peace, Justice, and Strong Institutions) by presenting OCB as a strategic mechanism for sustaining employee commitment, improving institutional performance, and promoting accountable governance in local government units, with implications for broader public administration contexts.

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¹ Corresponding Author: Life Gabriel F. Osumo

* Corresponding Email: lifegabrielosumo@gmail.com

1. Introduction

Across nations, evidence has shown that organizational commitment serves as the unseen backbone of government performance, ensuring that the promise of public service reaches every citizen. Comparative evidence from international settings illustrates its significance. In South Korea, a survey of civil servants revealed that higher organizational commitment was associated with a 27% increase in service responsiveness and a 19% reduction in turnover intentions (Moon et al., 2024). Similarly, in Canada, research on federal employees indicated that strong commitment levels contributed to greater policy compliance and a 21% improvement in job satisfaction metrics (Kaminski, 2024). In the United Kingdom, further studies in public administration confirmed that low commitment was correlated with absenteeism rates exceeding 30% in some local councils (Elston & Bell, 2023). These findings underscore that organizational commitment not only sustains loyalty and persistence among employees but also reinforces trust and efficiency in government institutions. When commitment is weak, the consequences often include attrition, reduced morale, and declining service quality, ultimately placing governance outcomes at risk.

At the same time, organizational citizenship behavior (OCB) has emerged as a key determinant of organizational commitment. Defined as voluntary actions and cooperative attitudes that extend beyond formal job requirements, OCB enhances organizational climate and strengthens collective performance (Yusnita et al., 2021). In comparative studies, OCB appears to be unevenly distributed across sectors. For instance, Ingrams (2020) reported that employees in private organizations demonstrate stronger OCB, while public sector employees often exhibit lower discretionary effort due to dissatisfaction. In addition, Nuesca and Balacy (2019) found that in the City Government of Digos, sex and departmental assignment exerted a significant influence on

specific OCB indicators.

Taken together, these international and national studies suggest a consistent pattern: where OCB thrives, organizational commitment is likely to be stronger, and where OCB falters, employee attachment weakens. However, the degree to which this relationship holds may vary depending on employment conditions and institutional structures. This becomes particularly relevant in the Philippine context, where many local government units rely heavily on job order employees to sustain frontline operations and deliver essential services.

International scholarship has further reinforced this relationship. A meta-analysis of 26 studies revealed a positive correlation coefficient of 0.53, suggesting that citizenship behaviors consistently align with more substantial employee commitment (Yildiz et al., 2024). Thus, the presence of collegiality, initiative, and cooperation fosters a more profound attachment to the organization. Nevertheless, in the City Government of Kidapawan, the situation presents a pressing concern. While regular staff benefit from tenure, security, and institutional recognition, job order employees often navigate the system with uncertainty, limited benefits, and fragile organizational ties. Their contractual status frequently reduces their sense of belonging, leaving them vulnerable to disengagement and dissatisfaction (Bulawit et al., 2023). This condition becomes more alarming in a city where job order employees constitute a significant share of the workforce and provide frontline services that directly impact citizens' welfare. Without a strong sense of commitment, service delivery risks becoming inconsistent, morale gradually weakens, and the public's trust in local governance erodes. The very individuals tasked with sustaining the day-to-day functions of Kidapawan's government remain at the margins, their voices faint within institutional frameworks, yet their absence would create visible cracks in the

¹ Corresponding Author: Life Gabriel F. Osumo

*Corresponding Email: lifegabrielosumo@gmail.com

delivery of essential public services.

Consequently, the situation calls for further examination of how OCB influences organizational commitment in the local government workforce, particularly among non-regular employees whose contributions are vital to public service delivery. Understanding this relationship can provide a stronger basis for governance reforms, workforce policies, and institutional strategies.

In this regard, the present study aims to determine the correlation between organizational citizenship behavior and organizational commitment among job order employees of the local government. A correlational research design is employed to capture the extent of the relationship. The undertaking supports Sustainable Development Goal (SDG) 16, which advances the development of effective, accountable, and inclusive institutions. Finally, the findings will be prepared for dissemination in national and international peer-reviewed journals in public administration, contributing to evidence-based policymaking and scholarly discourse.

1.1 Statement of the Problem

The primary objective of this study is to examine the relationship between organizational citizenship behavior and organizational commitment among job order employees in the City Government Unit. The investigation recognizes that organizational citizenship behavior functions as a voluntary expression of initiative and cooperation. In contrast,

organizational commitment reflects the depth of employees' loyalty, attachment, and willingness to remain in service. Understanding the interaction of these variables is essential in strengthening workforce management strategies within public institutions.

Specifically, this study sought to address the following research questions:

What is the socio-demographic profile of the respondents with respect to:

- 1.1. age;
- 1.2. gender; and
- 1.3. length of service?

What is the level of organizational citizenship behavior of the respondents as measured in terms of:

- 2.1. altruism;
- 2.2. conscientiousness;
- 2.3. sportsmanship;
- 2.4. courtesy; and
- 2.5. civic virtue?

What is the level of organizational commitment of the respondents as reflected in terms of:

- 3.1. affective commitment;
- 3.2. continuance commitment; and
- 3.3. normative commitment?

What is the extent of the relationship between organizational citizenship behavior and organizational commitment among job order employees?

2. Literature Review

2.1 Organizational Commitment

Organizational commitment (OC) remains a cornerstone of institutional performance, particularly in public institutions where accountability and citizen trust are critical.

Efthymiopoulos and Goula (2023) conceptualize OC as comprising three dimensions: affective commitment, continuance commitment, and normative commitment. Affective commitment

¹ Corresponding Author: Life Gabriel F. Osumo

*Corresponding Email: lifegabrielosumo@gmail.com

refers to an employee's emotional attachment and identification with the organization. Continuance commitment is rooted in the perceived costs of leaving, while normative commitment reflects a sense of moral obligation to remain with the organization.

Empirical evidence confirms that OC strengthens retention and enhances institutional credibility. Rostami et al. (2022) demonstrated that higher OC significantly predicts efficiency and quality of service delivery across European public agencies. In Africa, Onuoha and Idemudia (2020) found that younger employees tend to exhibit more substantial affective and

normative commitment, although these levels tend to decline as years of service increase. Similarly, Terera (2019) found that fulfilling psychological contracts has a positive influence on OC, particularly in contractual settings where job stability is uncertain. These findings underscore that OC is a multidimensional construct shaped not only by personal dedication but also by institutional environments and contractual arrangements. This international evidence provides a foundation for examining how similar dynamics operate in the Philippine setting, where public institutions also face challenges related to employee retention and contract-based employment.

2.2 Organizational Citizenship Behavior

Organizational citizenship behavior (OCB) encompasses voluntary and discretionary actions performed by employees that go beyond formal job descriptions, yet significantly enhance organizational functioning. Jose et al. (2024) identified five core dimensions of OCB: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. Altruism involves providing voluntary assistance to colleagues; conscientiousness reflects diligence and exceeding expected responsibilities (Makwana & Pandita, 2025); sportsmanship represents maintaining a positive attitude despite challenges; courtesy entails anticipating the needs of others to prevent conflicts; and civic virtue involves responsible participation in organizational governance.

Empirical findings affirm the value of OCB in fostering resilience and collaboration within

institutions. Achieng (2023) reported that OCB strengthens institutional efficiency by promoting cooperation across teams. Gao (2020) observed that women display higher OCB compared to men, while Thompson et al. (2020) noted that men exhibit stronger correlations between OCB and organizational support. In the health sector, Hossain (2020) confirmed a direct positive relationship between OCB and commitment, emphasizing that workplaces that foster voluntary behaviors cultivate stronger institutional attachment. Moving to the Philippine context, Nuesca and Balacy (2019) highlighted that in the City Government of Digos, sex and departmental assignment exerted a significant influence on specific OCB indicators. This demonstrates that OCB is not only shaped by international organizational trends but also by local demographic and institutional factors.

2.3 Demographic Dimensions and Employee Behavior

Demographic profiles exert a measurable influence on both OCB and OC. It was reported that gender disparities persist in European labor markets, yet women consistently exhibit higher OCB than men (Gao, 2020). Conversely, Thompson et al. (2020) found that men display stronger links between OCB and organizational

support, suggesting gendered variations in discretionary behavior. In terms of organizational commitment, Chibuzor and Erhabor (2020) found that younger employees tend to exhibit more substantial affective and normative commitment, although these levels decline with tenure. Agrawal and Jain (2020)

¹ Corresponding Author: Life Gabriel F. Osumo

*Corresponding Email: lifegabrielosumo@gmail.com

further concluded that employees with shorter service years exhibit more substantial continuance commitment, while long-tenured staff often show reduced attachment due to routine fatigue. In the Philippine setting, where

local government units depend heavily on a combination of permanent and job order employees, these demographic influences become crucial in understanding workforce behavior.

2.4 Psychological Contracts and Commitment

The psychological contract, defined as the informal expectations between employees and institutions, has emerged as a determinant of organizational commitment. Sharma et al. (2019) demonstrated that fulfilling psychological contracts enhances both affective and normative commitment, while Nawaz et al. (2020) confirmed that unmet expectations reduce organizational loyalty. In government

service, where contractual employees often face ambiguous security and compensation, the psychological contract plays a significant role in shaping commitment, particularly among workers employed on a job-order basis. This is especially relevant in the Philippines, where job order employment is widespread in local government service.

2.5 Work Environment and Organizational Outcomes

The institutional environment also influences employee attachment and discretionary behavior. Ahmad et al. (2020) found that empowerment within the workplace predicts commitment more strongly than physical conditions. In contrast, Rasyid (2020) observed that discomfort in the workplace directly reduces organizational loyalty. Such findings highlight that beyond

policies, the everyday organizational environment contributes to the cultivation or erosion of both citizenship behaviors and commitment. In the Philippines, where many government offices operate with limited resources, the workplace climate becomes a strong determinant of whether employees remain engaged or disengaged.

2.6 Relationship Between OCB and OC

The connection between OCB and OC has been repeatedly confirmed in recent research. Grego-Planer (2019) observed that public employees demonstrate stronger collegial OCB than organizational OCB, highlighting a distinction between loyalty to peers and loyalty to institutions. Fitri Nurqamar et al. (2020) noted that Generation Z employees often engage in OCB for personal growth and social fulfillment, yet such behaviors do not necessarily translate into long-term commitment. Hossain (2020), however, demonstrated a positive association between OCB and OC among nurses, confirming that institutions that encourage

discretionary behavior can strengthen overall employee commitment. Applied to the Philippine setting, these insights highlight the potential of OCB to serve as a pathway for reinforcing commitment even among non-permanent employees. This is particularly relevant in Kidapawan City, where a significant proportion of the government workforce consists of job order employees whose contributions are critical to frontline public service delivery. Examining how OCB influences their organizational commitment is therefore essential for sustaining institutional performance and ensuring accountable governance.

¹ Corresponding Author: Life Gabriel F. Osumo

*Corresponding Email: lifegabrielosumo@gmail.com

2.7 Synthesis

The literature review confirms that OC reflects the psychological bond between employees and their institutions, while OCB represents discretionary behaviors that reinforce organizational performance. Both constructs are shaped by demographic characteristics, psychological contracts, and workplace environments, which directly affect the extent of employee loyalty and voluntary effort. International research confirms the relationship

between OCB and OC; however, most studies prioritize regular or permanent employees, leaving contractual or job-order employees underexplored. Addressing this gap, the present study investigates the relationship between OCB and OC among job order employees in the City Government of Kidapawan, Province of Cotabato, thereby contributing to the discourse on workforce management and public service delivery within local governance.

3. Methodology

3.1 Research Design

The study employed a correlational research design, an approach well-suited for examining the statistical association between organizational citizenship behavior and organizational commitment within the cohort of job order employees. This design is particularly relevant in public administration inquiry, as it facilitates the assessment of governance-related constructs without the imposition of experimental controls or interventions, thereby preserving the authenticity of institutional dynamics (Brezzi et al., 2021). According to Bhandari (2022),

correlational research enables the determination of whether relationships between measured variables reflect convergence or divergence, with the direction of the correlation manifesting as either positive or negative. Within the context of local governance, such a design allows the exploration of how discretionary behaviors of employees align with their degree of institutional loyalty, thereby informing evidence-based human resource and policy development in the public sector.

3.2 Respondents and Sampling

In this study, 160 out of 1,165 job order employees were engaged as respondents, representing a calculated margin of error of 7.5 percent. The number of participants surpasses the minimum threshold of 30 for correlational inquiries, as established in the work of Fraenkel and Wallen (2009) and reiterated in Akman (2023). Moreover, the sample size aligns with the consensus among statisticians that at least 100 respondents are sufficient to ensure significant findings, while the range of 150 to 200 stabilizes correlations, as noted in Schonbrodt and Perugini (2013). Respondent selection employed convenience sampling, a

non-probability approach defined by Simkus (2023) as the recruitment of individuals who are readily available and accessible. Within the milieu of local governance, the reliance on this technique stemmed from operational realities, as the majority of job order employees were deployed to field assignments with only a limited number stationed in offices. This operational arrangement created accessibility constraints for the research team, thereby necessitating the use of convenience sampling to secure adequate participation from available job order employees.

¹ Corresponding Author: Life Gabriel F. Osumo

*Corresponding Email: lifegabrielosumo@gmail.com

3.3 Procedure

In gathering the data, the researchers employed an adapted and standardized survey questionnaire from Podsakoff, MacKenzie, Moorman, & Fetter (1990) and Allen and Meyer (1991). These instruments had undergone prior validation and reliability testing. Before administration, formal clearance was secured through a written request addressed to the City Mayor of Kidapawan, with approval duly endorsed through the municipal administrator. Following the approval, the total number of job order employees was officially obtained from the Human Resource Sub-office, which served as the basis for determining the sample size. A three-day data collection was then scheduled within the premises of the City Government,

where questionnaires were distributed to respondents across various offices and retrieved after an allotted period of one hour to ensure completion. Upon conclusion of the field administration, raw responses were systematically tallied, tabulated, and subjected to appropriate statistical treatment. Guided by the technical assistance of a statistician, the data were analyzed in accordance with the indicator scales, and the results were subsequently interpreted to establish the correlation between the identified variables. This culminated in the presentation of statistical tables that provided the foundation for conclusions and policy-relevant recommendations.

3.4 Data Instruments

The instrument used in this study consisted of a structured, three-part survey questionnaire designed to capture the essential dimensions of employee behavior and commitment within the public sector context. The first part solicited the socio-demographic profile of respondents, requiring them to provide categorical information such as age, gender, and years of service, which were organized into ranges and intervals for analytical uniformity. The second part focused on Organizational Citizenship Behavior (OCB), comprising twenty-four items anchored on five established indicators: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. Responses were rated on a four-point Likert scale with anchors ranging from (4) Always to (1) Never, adopting the validated framework of Podsakoff et al. (1990). The third part addressed Organizational Commitment (OC), operationalized through the three classic indicators—affection, continuance, and normative commitment—each measured through six structured items rated on a four-point Likert scale from (4) Strongly Agree to (1) Strongly Disagree, adapted from Allen and Meyer (1991).

To ascertain methodological rigor, the instrument underwent both reliability and validity assessments. A pilot test involving fifteen respondents established internal consistency, with Cronbach's alpha coefficients of 0.838 for OCB and 0.84 for OC, values deemed highly acceptable in behavioral and administrative research as they indicate stable item intercorrelation (Konting et al., 2009). Additionally, the questionnaire underwent expert evaluation to ensure both face and content validity. Validity, defined as the degree to which an instrument accurately measures the intended construct (Heale & Twycross, 2015), was confirmed through this process, with the tool adequately reflecting both process and content dimensions consistent with the study's objectives (Benson & Clark, 1982). The confluence of statistical reliability and expert validation underscores the integrity, robustness, and appropriateness of the instrument for investigating the organizational dynamics of job order employees in local governance.

¹ Corresponding Author: Life Gabriel F. Osumo

*Corresponding Email: lifegabrielosumo@gmail.com

3.5 Statistical Analysis

In this study, appropriate statistical treatments were employed to ensure methodological rigor and generate valid interpretations aligned with the research objectives in the context of public administration. The socio-demographic profile of the respondents was analyzed using frequency distribution and percentage to establish the baseline characteristics of the job order workforce, a critical step in understanding human resource composition in local governance settings. The variability of responses was assessed through the computation of the standard deviation, which measured the dispersion of data around the mean and offered an indication of heterogeneity across employee experiences (Hargrave, 2022).

To evaluate the aggregate behavioral patterns, the levels of Organizational Citizenship

Behavior (OCB) and Organizational Commitment (OC) were calculated using mean scores, which provide a measure of central tendency suitable for examining collective orientations within public sector organizations (Hayes, 2023). The relational dynamics between OCB and OC were tested using Spearman's rho correlation, a non-parametric statistical procedure suitable for skewed data distributions, which quantified the strength and direction of monotonic associations between the two ranked variables (Gupta, 2023). The selection of these analytical techniques reflects established practices in public administration and organizational studies, ensuring that the findings are not only statistically sound but also contextually relevant to the governance environment where human resource behaviors significantly influence institutional performance.

3.6 Ethical Considerations

This study strictly followed internationally recognized ethical research standards. It complied with the provisions of the Philippine Data Privacy Act of 2012 (RA 10173) to ensure the protection of respondents' rights and personal information. All sources used were

properly cited to uphold copyright and intellectual property rights. The study was conducted during the election season, and the researchers maintained strict neutrality toward any individuals or authorities to avoid bias.

3.6.1 Informed Consent. Respondents were provided with a clear informed consent form that explained the study's purpose, conditions of participation, and their rights under the Data Privacy Act. They were free to accept or decline participation without coercion, and their right to withdraw at any point was respected.

3.6.2 Confidentiality and Data Privacy. In accordance with the Data Privacy Act of 2012, all personal information was collected with explicit consent, stored securely, and used exclusively for academic purposes. Respondents' identities were anonymized, and data access was restricted to authorized researchers only. Safeguards were applied to prevent unauthorized disclosure, misuse, or breach of information.

3.6.3 Harms and Benefits. The study posed no physical, psychological, or social risks to participants. Instead, the findings are expected to benefit both employees and local government institutions by providing insights for organizational improvement.

3.6.4 Research Integrity. The research was conducted with honesty, fairness, and accountability, consistent with the ethical principles of the Makilala Institute of Science and Technology, Region 12, Philippines, and international research integrity standards. All procedures and findings were reported transparently to uphold academic credibility and public trust.

¹ Corresponding Author: Life Gabriel F. Osumo

*Corresponding Email: lifegabrielosumo@gmail.com

4. Findings

This segment presents the empirical findings of the study through tabular presentations, analytical interpretation, and contextual implications for public administration practice. The initial focus addresses the socio-demographic profile of the respondents, which serves as a foundational variable in understanding the organizational behavior of job order personnel within the local government bureaucracy.

As reflected in Table 1, the profile encompasses categorical data on age, gender, and length of

service, which are statistically analyzed through frequency distribution and percentage to capture the demographic structure of the workforce. A total of 160 respondents participated in the survey, and their socio-demographic characteristics provide critical insights into workforce composition, tenure patterns, and gender representation, which are essential in interpreting organizational citizenship behavior and organizational commitment within the governance setting.

Table 1. Socio-demographic profile of the respondents

Variables		Frequency (N = 160)	Percentage
Age	21 – 25	24	15
	26 – 30	33	21
	31 – 35	28	18
	36 – 40	17	11
	41 – above	58	36
Gender	Male	90	56
	Female	70	44
Length of Service	Below 1 year	45	28
	Over 1 – 3 years	41	26
	Over 3 – 5 years	26	16
	Over 5 years and above	48	30

In terms of age, 36% of the respondents, equivalent to 58 personnel, were 41 years old or older, representing the largest proportion across the age distribution. This was followed by 21% or 33 employees within the 26- to 30-year-old age bracket, while 18% or 28 respondents belonged to the 31- to 35-year-old age group. The 21- to 25-year-old age category accounted for 15% or 24 respondents, whereas the smallest group was the 36- to 40-year-old bracket, with 17 respondents or 11% of the total. These

figures suggest that a significant proportion of job order employees in the City Government of Kidapawan are middle-aged or older, indicating a workforce with accumulated work experience and institutional familiarity.

In terms of gender, 56% (90 respondents) were male, while 44% (70 respondents) were female. No respondents identified themselves as part of the LGBT category. This composition indicates a male-dominated workforce, a pattern that

¹ Corresponding Author: Life Gabriel F. Osumo

*Corresponding Email: lifegabrielosumo@gmail.com

reflects traditional gender representation in local government employment and may have implications for inclusivity and diversity in public sector human resource management.

In terms of length of service, 30% or 48 of the respondents have been employed for more than five years, while 28% or 45 have served less than one year. Employees with one to three years of service accounted for 26% (41 respondents), whereas those with three to five years of service represented the smallest group, comprising 16% (26 respondents). These figures reveal that a considerable number of job order employees

have achieved long service tenure, which underscores employment stability despite their contractual status and reflects a pattern of reliance on job order personnel in sustaining the city government's operational functions.

Overall, the socio-demographic profile reveals that a substantial portion of job order employees are 41 years old and above, predominantly male, and have been engaged in service for at least five years, highlighting a workforce characterized by maturity, gender imbalance, and sustained tenure within the bureaucratic structure.

4.1 Level of Organizational Citizenship Behavior (OCB)

The second objective of the study focused on assessing the level of Organizational Citizenship Behavior (OCB) among job order employees, particularly across the dimensions of altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. To operationalize this construct, statistical measures such as mean, standard

deviation, and qualitative interpretation were employed to capture the degree of manifestation for each behavioral indicator. The computed mean scores were further contextualized through a predetermined interpretative scale, serving as the basis for evaluating the extent of OCB demonstrated within the organizational setting.

Table 2.1. Level of OCB of the respondents in terms of Altruism

Statements	Mean	SD	Descriptive Interpretation
1. I help others who have a heavy workload.	3.49	0.57	<i>Very High</i>
2. I am always ready to help colleagues in order to accomplish their task.	3.57	0.59	<i>Very High</i>
3. I help others who have been absent at work to help them keep up with their backlogs.	3.33	0.72	<i>Very High</i>
4. I am willing to help others who have work-related problems.	3.34	0.79	<i>Very High</i>
5. I help orient new people even though it is not required of me.	2.97	1.07	<i>High</i>
Category Mean	3.34	0.55	<i>Very High</i>

¹ Corresponding Author: Life Gabriel F. Osumo

*Corresponding Email: lifegabrielosumo@gmail.com

Legends:

Mean Intervals	Interpretation
4.00 – 3.26	<i>Very High</i>
3.25 – 2.51	<i>High</i>
2.50 – 1.76	<i>Mid</i>
1.75 – 1.00	<i>Low</i>

Table 2.1 presents the level of Organizational Citizenship Behavior (OCB) of the respondents in terms of altruism, which obtained an overall category mean score of 3.34 with a standard deviation of 0.55, indicating a very high level. This suggests that the respondents consistently exhibit voluntary acts that exceed their prescribed functions, thereby reinforcing the cooperative climate within the City Government of Kidapawan. Among the indicators, the highest mean score of 3.57 (SD = 0.59) reflected the readiness of employees to assist colleagues in completing their tasks, followed closely by a mean score of 3.49 (SD = 0.57) that captured the willingness to support co-workers carrying heavy workloads. Likewise, the desire to extend help in resolving work-related problems registered a mean score of 3.34 (SD = 0.79), which is also interpreted as “Very High”. Assisting colleagues in addressing backlogs caused by absences garnered a mean score of 3.33 (SD = 0.72), sustaining the same qualitative interpretation. The lowest indicator, though still interpreted positively, was the initiative to orient new personnel even without formal obligation, which scored 2.97 (SD = 1.07) and was interpreted as High. These findings suggest that job order employees exhibit a strong culture of

altruism, as evidenced by their willingness to assist with tasks beyond their formal role expectations. This pattern of behavior illustrates not only interpersonal solidarity but also the reinforcement of administrative efficiency, as collaborative practices minimize delays and enhance collective task accomplishment.

According to Turek (2020) and Rosario-Núñez *et al.* (2020), the exhibition of Organizational Citizenship Behaviors (OCBs) within the workplace rests primarily on the volition of employees. It cannot be mandated as part of their formal role expectations. The absence of such discretionary conduct does not warrant sanctions, as these behaviors fall outside the ambit of enforceable duties. This underscores the premise that OCBs are non-compulsory contributions, grounded in personal initiative rather than administrative coercion. In this light, the City Government must acknowledge altruism as a strategic motivational resource that nurtures a collegial environment, strengthens employee morale, and reinforces cooperative governance. By cultivating altruistic behaviors, the institution advances not only interpersonal solidarity but also the efficiency of public service delivery.

Table 2.2. Level of OCB of the respondents in terms of Conscientiousness

Statement	Mean	SD	Descriptive Interpretation
1. I am one of the most diligent hardworking employees.	3.54	0.57	<i>Very High</i>
2. I believe in giving an honest day's work for an honest day's pay.	3.68	0.59	<i>Very High</i>
3. My attendance at work is above the expected hours of duty.	3.41	0.61	<i>Very High</i>

¹ Corresponding Author: Life Gabriel F. Osumo

*Corresponding Email: lifegabrielosumo@gmail.com

4. I do not take extra breaks aside from my lunch break.	3.06	0.99	<i>High</i>
5. I obey the organization's rules & regulations even when no one is watching.	3.61	0.70	<i>Very High</i>
Category Mean	3.46	0.43	<i>Very High</i>

Legends:

Mean Intervals

Interpretation

4.00 – 3.26

Very High

3.25 – 2.51

High

2.50 – 1.76

Mid

1.75 – 1.00

Low

As presented in Table 1.2, the level of Organizational Citizenship Behavior (OCB) in terms of conscientiousness among the respondents yielded a category mean score of 3.46 with a standard deviation of 0.43, corresponding to a “*Very High*” interpretation. The indicator with the highest mean score of 3.68 (SD = 0.59) emphasized adherence to the principle of “an honest day’s work for an honest day’s pay,” reflecting a strong sense of accountability and fairness. This was followed by compliance with organizational rules and regulations, even in the absence of direct supervision, with a mean score of 3.61 (SD = 0.70), which is likewise interpreted as *Very High*. Moreover, indicators of diligence and industriousness, such as being regarded as among the most hardworking employees (M = 3.54; SD = 0.57) and reporting beyond the expected hours of duty (M = 3.41; SD = 0.61), were consistently rated as *Very High*. Conversely, the lowest mean score was observed in avoiding additional breaks aside from the allotted lunch period (M = 3.06; SD = 0.99), although still indicating a favorable level of conscientious conduct.

The findings suggest that job order employees exhibit strong organizational discipline by adhering to institutional rules and norms without requiring supervisory monitoring. Their

commitment to reciprocal fairness—rendering honest work in exchange for compensation—illustrates the value of integrity in sustaining institutional efficiency. Furthermore, their demonstrated willingness to extend work effort beyond prescribed hours, while minimizing unproductive time, indicates that conscientiousness among job order employees in the City Government is institutionalized at a *Very High* level, thereby reinforcing organizational reliability and public service performance.

Fan *et al.* (2023) assert that individuals with high levels of conscientiousness recognize the broader implications of their actions on organizational members and institutional processes. Such employees demonstrate diligence in fulfilling their duties, uphold their obligations with a strong sense of accountability, and maintain strict adherence to established policies and regulations. Conscientiousness likewise strengthens organizational capacity as it enables employees to remain systematic, organized, and resilient in addressing complex administrative tasks. Within the context of public service, this underscores that job order employees of the City Government require minimal managerial oversight since they demonstrate self-regulation, dependability, and a

¹ Corresponding Author: Life Gabriel F. Osumo

*Corresponding Email: lifegabrielosumo@gmail.com

proactive sense of responsibility in the workplace.

Table 2.3. Level of OCB of the respondents in terms of Sportsmanship

Statement	Mean	SD	Descriptive Interpretation
1. I am not complaining or causing problems just to receive attention or help.	3.17	1.02	<i>High</i>
2. I consume less time complaining about insignificant matters or issues.	3.01	1.02	<i>High</i>
3. I tend not to over-react on minor issues in the organization.	3.03	0.96	<i>High</i>
4. I always focus on what is right, rather than the negative.	3.54	0.71	<i>Very High</i>
5. I always find good things with what the organization is doing.	3.26	0.65	<i>Very High</i>
Category Mean	3.26	0.65	<i>Very High</i>

Legends:

Mean Intervals

Interpretation

4.00 – 3.26

Very High

3.25 – 2.51

High

2.50 – 1.76

Mid

1.75 – 1.00

Low

Presented in Table 2.3 is the level of OCB of the respondents in terms of sportsmanship. The construct registered a category mean score of 3.26 with a standard deviation of 0.65, which is interpreted as Very High. The highest-rated indicator emphasized the capacity of employees to focus on organizational strengths rather than dwell on deficiencies, with a mean score of 3.54 and a standard deviation of 0.71, indicating a Very High level. This was followed by the dimension of recognizing the positive contributions of the organization, which garnered a mean score of 3.26 with a standard deviation of 0.65, also within the High range. Indicators concerning the avoidance of trivial

complaints and the ability to regulate reactions to minor organizational concerns obtained mean scores of 3.01 and 3.03, respectively, both interpreted as High. The lowest-rated dimension, minimizing time spent on insignificant complaints, had a mean score of 3.01 with a standard deviation of 1.02, which is still considered High.

These findings imply that job order employees in the City Government exhibit a constructive orientation toward organizational life, demonstrating restraint in unproductive behaviors such as excessive complaining and disproportionate reactions to minor issues.

¹ Corresponding Author: Life Gabriel F. Osumo

*Corresponding Email: lifegabrielosumo@gmail.com

Instead, they channel their energy toward adaptive responses and focus on outcomes that align with institutional efficiency and workplace harmony. Consistent with Taylor *et al.* (2024), sportsmanship in the organizational context fosters a professional climate in which grievances are not treated as a default

mechanism for task accomplishment. In this sense, job order employees manifest goal-centered behavior and an orientation toward collective productivity, reinforcing the culture of cooperation within the public bureaucracy.

Table 2.4. Level of OCB of the respondents in terms of Courtesy

Statement	Mean	SD	Descriptive Interpretation
1. I always respect everyone in the organization.	3.81	0.52	<i>Very High</i>
2. I consider my co-workers and the organization on the impact of my action.	3.67	0.55	<i>Very High</i>
3. I do not abuse the rights of others.	3.71	0.63	<i>Very High</i>
4. I take steps to try to prevent problems with other workers.	3.61	0.63	<i>Very High</i>
5. I am mindful of how my behavior affects other people's jobs.	3.68	0.61	<i>Very High</i>
Category Mean	3.69	0.43	<i>Very High</i>

Legends:

Mean Intervals	Interpretation
4.00 – 3.26	<i>Very High</i>
3.25 – 2.51	<i>High</i>
2.50 – 1.76	<i>Mid</i>
1.75 – 1.00	<i>Low</i>

Presented in Table 2.4 is the level of OCB of the respondents in terms of courtesy. The construct garnered a category mean score of 3.69 with a standard deviation of 0.43, which is interpreted as *Very High*. The highest-rated indicator referred to extending respect to all members of the organization, with a mean score of 3.81 and a standard deviation of 0.52, indicating a *Very High* level. This was followed by the dimension of safeguarding the rights of others, which obtained a mean score of 3.71 with a standard deviation of 0.63, also interpreted as *Very High*. Similarly, being mindful of how one's behavior influences the work performance of colleagues, with a mean score of 3.68 and a standard deviation of 0.61, as well as considering the broader organizational implications of one's actions, with a mean score of 3.67 and a

standard deviation of 0.55, both registered as *Very High*. The lowest-rated indicator was the proactive effort to prevent interpersonal conflicts, which still recorded a *Very High* level with a mean score of 3.61 and a standard deviation of 0.63.

These results suggest that courtesy emerged as the highest-rated dimension because respect and collegiality are highly valued in the City Government setting, where job order employees often rely on teamwork and interpersonal harmony to accomplish shared tasks. The contractual nature of their employment may also encourage them to prioritize respectful interactions and fairness to maintain positive working relationships, which serve as a form of informal job security and mutual support.

¹ Corresponding Author: Life Gabriel F. Osumo

*Corresponding Email: lifegabrielosumo@gmail.com

Furthermore, courtesy aligns with cultural values in the Philippine workplace that emphasize *pakikisama* (smooth interpersonal relations) and respect for authority and colleagues. This cultural reinforcement likely explains why extending respect and safeguarding the rights of others scored higher than conflict prevention, which is often reactive rather than proactive.

Their actions demonstrate sensitivity to the rights of others, attentiveness to the impact of their conduct on coworkers, and a willingness to

mitigate potential conflicts in the workplace. Such behavior fosters organizational harmony and enhances administrative efficiency, as courtesy minimizes disruptions in workflow and promotes collaborative governance. Christian (2023) emphasizes that employees who exhibit courtesy effectively communicate organizational changes to colleagues, thereby enabling them to adapt to adjustments more easily. Likewise, Lee and Kim (2022) argue that courtesy functions as a preventive mechanism, reducing the incidence of conflicts and mitigating their future consequences.

Table 2.5. Level of OCB of the respondents in terms of Civic Virtue

Statements	Mean	SD	Descriptive Interpretation
1. I keep myself updated on changes in the organization.	3.63	0.58	Very High
2. I attend meetings that are not mandatory but are considered important.	3.52	0.68	Very High
3. I attend functions that are not required but help the company image.	3.42	0.74	Very High
4. I read and keep up with organization announcements, memos and other information	3.70	0.48	Very High
5. I volunteer to help in any organizational activities and programs.	3.40	0.74	Very High
Category Mean	3.53	0.42	Very High

Legends:

Mean Intervals

4.00 – 3.26

3.25 – 2.51

2.50 – 1.76

1.75 – 1.00

Interpretation

Very High

High

Mid

Low

Shown in Table 2.5 is the level of OCB of the respondents in terms of civic virtue. This construct obtained a category mean score of 3.53 with a standard deviation of 0.42, corresponding to a “Very High” interpretation. The highest-rated indicator pertains to reading and staying informed about organizational announcements, memoranda, and other institutional communications, with a mean score

of 3.70 and a standard deviation of 0.48, indicating a *Very High* level of performance. Closely following is the practice of keeping updated with organizational changes, which recorded a mean score of 3.63 and a standard deviation of 0.58, also interpreted as Very High. Attendance in meetings considered essential but not mandatory received a mean score of 3.52 with a standard deviation of 0.68. In contrast,

¹ Corresponding Author: Life Gabriel F. Osumo

*Corresponding Email: lifegabrielosumo@gmail.com

participation in functions that enhance the institutional image but are not compulsory received a mean score of 3.42 with a standard deviation of 0.74. The lowest-rated yet still Very High indicator was volunteering in organizational activities and programs, which garnered a mean score of 3.40 with a standard deviation of 0.74.

These findings suggest that civic virtue emerged as a relatively high dimension because job order employees recognize the importance of staying informed and being engaged in institutional affairs. For employees with non-permanent status, attentiveness to announcements and memoranda serves not only as a practical necessity for fulfilling tasks but also as a way to align with organizational expectations and strengthen perceptions of reliability. Their consistent effort to remain updated on policies and changes reflects adaptability and loyalty, qualities that are valued in the public sector. Participation in meetings and organizational events indicates an orientation toward visibility and accountability. The fact that volunteering scored lowest among the indicators, though still at a *Very High* level, suggests that employees prioritize behaviors directly tied to institutional communication and compliance before engaging in optional activities. This trend reflects the need of contractual employees to secure their standing within the organization while demonstrating commitment to shared governance.

Their commitment to attending significant meetings and representing the organization in public functions underscores a strong orientation toward institutional legitimacy and reputational stewardship. Furthermore, their willingness to volunteer for organizational programs demonstrates participatory behavior consistent with civic responsibility in the public sector. Such manifestations of civic virtue reinforce organizational resilience, promote administrative cohesion, and advance the principles of participatory governance. Thelma (2024) emphasized that civic virtue is indispensable as it cultivates responsible participation, supports

organizational strategies, and sustains voluntary involvement in institutional initiatives that safeguard organizational interests.

In general, the five indicators of OCB revealed a *Very High* level. As reflected in the preceding tables, courtesy attained the highest overall mean score, followed by civic virtue. This pattern suggests that the organizational citizenship behavior of job order employees is firmly rooted in respect and collegiality, which promotes a culture of cooperation and minimizes conflict within the bureaucracy (Asemota, 2024). Such manifestations of respect ensure that employees remain mindful of how their behavior influences the performance of others, thereby safeguarding workplace harmony and operational efficiency.

Moreover, employees' attentiveness to organizational communication through their proactive reading of memoranda, announcements, and policy directives demonstrates civic virtue, reflecting participatory engagement and alignment with institutional objectives. Their willingness to attend important meetings and volunteer in organizational activities further affirms their commitment to collective governance. These behaviors highlight a form of discretionary effort that strengthens institutional legitimacy and enhances the delivery of public services, a cornerstone expectation in public administration.

Such conduct directly resonates with the provisions of R.A. No. 6713, otherwise known as the "Code of Conduct and Ethical Standards for Public Officials and Employees." Courtesy, as demonstrated in respecting the rights of co-workers and maintaining considerate behavior, reflects the law's mandate to uphold integrity, loyalty, and responsibility in public service. Similarly, civic virtue, expressed through active participation in meetings, responsiveness to organizational changes, and voluntary involvement in programs, embodies the spirit of accountability and patriotism prescribed under the Code. Collectively, these

¹ Corresponding Author: Life Gabriel F. Osumo

*Corresponding Email: lifegabrielosumo@gmail.com

behaviors demonstrate that public service extends beyond compliance with prescribed tasks; it embodies a moral and ethical

responsibility to advance the public interest and promote stewardship of the public trust.

4.2 Level of Organizational Commitment (OC)

The third objective of this inquiry focused on assessing the level of organizational commitment (OC) in terms of affective, continuance, and normative dimensions. To gauge the extent of each indicator, the analysis employed means, standard deviations, and qualitative interpretations drawn from the corresponding scales. For analytical precision, the three indicators with the highest mean scores

were prioritized in the discussion, with interpretations grounded in the legends accompanying each table. This approach provides a systematic appraisal of employee commitment, capturing the emotional attachment, calculative retention, and moral obligation of job-order personnel toward institutional service.

Table 3.1. Level of OC of the respondents in terms of Affective Commitment

Statement	Mean	SD	Descriptive Interpretation
1. I would be very happy to spend the rest of my career in this organization.	3.60	0.68	<i>Very High</i>
2. I feel as if this organization's problems are my own.	3.16	0.68	<i>High</i>
3. I feel like I am part of the family at this organization.	3.61	0.60	<i>Very High</i>
4. I am "emotionally attached" to this organization.	3.53	0.69	<i>Very High</i>
5. This organization has a great deal of personal meaning for me.	3.54	0.66	<i>Very High</i>
6. I feel a strong sense of belongingness to this organization.	3.56	0.65	<i>Very High</i>
Category Mean	3.49	0.51	<i>Very High</i>

Legends:

Mean Intervals	Interpretation
4.00 – 3.26	<i>Very High</i>
3.25 – 2.51	<i>High</i>
2.50 – 1.76	<i>Mid</i>
1.75 – 1.00	<i>Low</i>

As reflected in Table 3.1, the level of organizational commitment (OC) of the respondents, in terms of affective commitment, yielded a category mean score of 3.49 with a standard deviation of 0.51, corresponding to a

Very High level. The scale registering the highest mean score relates to employees' perception of being treated as part of a family within the organization, garnering a mean of 3.61 with a standard deviation of 0.60,

¹ Corresponding Author: Life Gabriel F. Osumo

*Corresponding Email: lifegabrielosumo@gmail.com

interpreted as “Very High.” The second-highest score indicates their willingness to devote the remainder of their career to the institution, with a mean of 3.60 and a standard deviation of 0.68, which is also interpreted as Very High. The third highest emphasizes their strong sense of belonging to the organization, reflected in a mean score of 3.56 with a standard deviation of 0.65, which is likewise interpreted as Very High.

These findings suggest that job order employees exhibit a robust affective commitment, characterized by emotional attachment, identification with organizational values, and an enduring sense of membership. Their perception of the organization as a family-like environment provides a personal meaning that compels them to internalize institutional challenges as their

own and pursue organizational goals with loyalty and dedication (Glover, 2025). Such attachment fosters intrinsic motivation, leading employees to express satisfaction in the prospect of long-term tenure within the public sector.

In alignment with Wainwright (2023), it is noted that affective commitment pertains to employees’ intrinsic desire to remain in their organization. When employees strongly identify with institutional objectives, perceive congruence with organizational culture, and derive job satisfaction, they become valued assets who act as stewards of organizational reputation. Within the context of public service, this commitment reinforces accountability, enhances institutional legitimacy, and sustains citizen trust in government operations.

Table 3.2. Level of OC of the respondents in terms of Continuance Commitment

Statement	Mean	SD	Descriptive Interpretation
1. Right now, it would be very hard for me to leave my job at this organization even if I wanted to.	3.38	0.78	<i>Very High</i>
2. Too much of my life would be disrupted if I leave my organization.	3.28	0.88	<i>High</i>
3. Right now, staying with my job at this organization is a matter of necessity as much as desire.	3.42	0.71	<i>Very High</i>
4. I believe that I have not enough reason to consider leaving this organization.	3.40	0.77	<i>Very High</i>
5. One of the few negative consequences of leaving my job at this organization would be the scarcity of available alternatives elsewhere.	3.34	0.76	<i>Very High</i>
6. One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice.	3.40	0.76	<i>Very High</i>
Category Mean	3.49	0.51	<i>Very High</i>

Legends:

Mean Intervals

4.00 – 3.26

3.25 – 2.51

Interpretation

Very High

High

¹ Corresponding Author: Life Gabriel F. Osumo

*Corresponding Email: lifegabrielosumo@gmail.com

2.50 – 1.76

Mid

1.75 – 1.00

Low

As illustrated in Table 3.2, the level of organizational commitment (OC) of the respondents in terms of continuance commitment yielded a category mean score of 3.49 with a standard deviation of 0.51, corresponding to a *Very High* level. The scale with the highest mean score reflects the perception that remaining in the organization is a matter of both necessity and personal desire, obtaining a mean of 3.42 with a standard deviation of 0.71, interpreted as *Very High*. This was followed by the belief that there are insufficient reasons to consider leaving the organization and that departure would entail significant personal sacrifice, which garnered mean scores of 3.40 with standard deviations of 0.77 and 0.75, respectively, also interpreted as *Very High*. The third highest scale pertains to the perception that leaving the organization would be difficult, even if desired, with a mean score of 3.38 and a standard deviation of 0.78, which is likewise interpreted as *Very High*.

These findings suggest that job order employees exhibit a substantial level of continuance commitment, grounded in pragmatic

considerations such as financial security and the sustainability of their livelihood. Employment within the City Government serves as a critical source of income for respondents and their dependents, rendering any potential separation a matter of considerable personal and economic sacrifice. Moreover, the respondents' continued tenure is reinforced by the absence of sufficient alternatives and the anticipation that leaving the organization could disrupt their personal and professional stability. Thus, the continuance commitment among job order employees reflects a strategic adherence to organizational tenure, motivated by necessity and calculated risk assessment.

Wainwright (2023) further affirms that continuance commitment is driven primarily by necessity and constrained choice, often influenced by limited labor mobility and dependency on institutional remuneration. Within the context of public administration, this form of commitment underscores the critical interplay between employment stability, employee retention, and the operational continuity of government services.

Table 3.3. Level of OC of the respondents in terms of Normative Commitment

Statement	Mean	SD	Descriptive Interpretation
1. I feel obligated to remain with my organization even if it is not my desire to stay.	3.05	0.92	<i>High</i>
2. I do not feel it would be right to leave the organization even if I have a good opportunity outside.	3.27	0.79	<i>Very High</i>
3. I would feel guilty to leave the organization even if I am not happy because of the trust they give to me at work.	2.99	0.94	<i>High</i>
4. My loyalty remains to the organization because they always acknowledge my contribution through rewards.	3.17	0.93	<i>High</i>
5. I would not leave my organization right now because of my sense of obligation to it.	3.34	0.74	<i>Very High</i>

¹ Corresponding Author: Life Gabriel F. Osumo

*Corresponding Email: lifegabrielosumo@gmail.com

6. I owe a great deal to this organization.	3.45	0.69	<i>Very High</i>
Category Mean	3.21	0.61	<i>High</i>

Legends:**Mean Intervals**

4.00 – 3.26

3.25 – 2.51

2.50 – 1.76

1.75 – 1.00

Interpretation*Very High**High**Mid**Low*

As presented in Table 3.3, the level of organizational commitment (OC) of respondents, in terms of normative commitment, yielded a category mean score of 3.21 with a standard deviation of 0.61, indicating a High level. The scale with the highest mean score, which attained a Very High interpretation, reflects the perception that respondents owe a considerable obligation to the organization, registering a mean of 3.45 with a standard deviation of 0.69. The second highest scale pertains to refraining from leaving the organization at present due to a sense of duty, which garnered a mean score of 3.34 with a standard deviation of 0.74, interpreted as Very High. The third scale involves the perception that it would not be appropriate to leave even in the presence of external opportunities, with a mean score of 3.27 and a standard deviation of 0.79, interpreted at a High level.

These findings suggest that job order employees exhibit a pronounced sense of normative commitment, primarily grounded in reciprocal obligation and moral accountability toward the organization. Even when alternative employment opportunities arise, employees demonstrate restraint from departure due to an internalized sense of duty and acknowledgment of the trust and confidence vested in them by management. Normative commitment thus reflects the ethical and social dimensions of

public service behavior, where adherence to organizational expectations is influenced by professional integrity and an internalized moral obligation.

Supporting literature suggests that normative commitment stems from an employee's perceived obligation to remain within the organization, regardless of external incentives or personal benefits (Berber & Gašić, 2024). Employees with this form of commitment view potential separation as morally incongruent and experience psychological discomfort at the prospect of abandonment (Wainwright, 2023).

Overall, the indicators of organizational commitment demonstrate that affective and continuance commitment are at Very High levels, while normative commitment is High. This pattern signifies that job order employees maintain tenure due to strong emotional attachment, practical necessity, and a sense of moral obligation. Nonetheless, the inherent contingent nature of job order appointments limits the guarantee of prolonged employment, as these positions lack formalized employer-employee status, entitlements to statutory benefits such as PERA, ACA, or RATA, and coverage under Civil Service rules. Employment is instead regulated under COA guidelines as stipulated in CSC Resolution No. 020790. Despite these structural limitations, job

¹ Corresponding Author: Life Gabriel F. Osumo*Corresponding Email: lifegabrielosumo@gmail.com

order employees demonstrate a substantial commitment, suggesting that their dedication extends beyond formal incentives, which are

anchored in organizational goals, interpersonal relationships, and the ethical calculus associated with the potential cost of leaving.

4.3 Relationship of Variables

The fourth objective of this study aimed to ascertain the significance of the relationship between Organizational Citizenship Behavior (OCB) and Organizational Commitment (OC) among job order employees. The analysis employed the Spearman rho correlation, a non-parametric statistical technique suitable for assessing the strength, direction, and monotonic association between ranked variables. This

approach provides an empirical basis for evaluating the interdependence of discretionary employee behaviors and organizational attachment within the context of local government operations, highlighting the extent to which voluntary, prosocial actions correspond to varying dimensions of commitment in a contingent workforce.

Table 4. Test of significance between the levels of OCB and OC

		Organizational Citizenship Behavior		Organizational Commitment
Spearman's rho	Organizational Citizenship Behavior	Correlation Coefficient	1.000	.574**
		Sig. (2-tailed)	.	.000
		N	160	160
	Organizational Commitment	Correlation Coefficient	.574**	1.000
		Sig. (2-tailed)	.000	.
		N	160	160

** Correlation is significant at the 0.01 level (2-tailed).

Presented in Table 4 is the test of significance between the levels of Organizational Citizenship Behavior (OCB) and Organizational Commitment (OC) using the Spearman rho correlation. The analysis employed a two-tailed test at a 0.01 level of significance with a sample of N = 160 respondents. Before conducting the correlation, the distributions of both variables were assessed for normality, revealing a non-normal distribution as indicated by the skewness in the dataset. This justified the use of the non-parametric Spearman rho, which is appropriate for ranked or non-normally distributed data. This ensured that the analysis produced valid and reliable results.

The Spearman rho correlation coefficient demonstrated a moderate positive association ($r = 0.574$) between OCB and OC. The corresponding p-value of 0.000 is below the 0.01 threshold, leading to the rejection of the null

hypothesis, which posited no significant relationship between the two variables. This statistical outcome suggests that increases in discretionary, prosocial behaviors within the workplace correspond to parallel increases in employees' attachment and commitment to the City Government. The rejection of the null hypothesis highlights the practical importance of cultivating OCB as a mechanism for enhancing organizational attachment, particularly among job-order employees where formal employment security is limited.

From a theoretical perspective, the moderate correlation indicates that OCB and OC are related but not fully dependent on each other. This means that while voluntary behaviors such as altruism, courtesy, and civic virtue contribute to stronger commitment, other factors such as leadership support, job security, and workplace conditions also affect commitment.

¹ Corresponding Author: Life Gabriel F. Osumo

*Corresponding Email: lifegabrielosumo@gmail.com

This supports Fishbein & Ajzen's (1975) *Theory of Reasoned Action*, which explains that an individual's intention guides behavior. Job order employees show citizenship behaviors because they intend to act positively in line with their beliefs and attitudes. However, the fact that the correlation is only moderate suggests that intention-driven acts like OCB are important but not the only reason employees remain committed to the organization.

The results also support Becker's *Side-Bet Theory of Commitment* (1960). According to this theory, employees stay committed when they have already invested time, effort, and relationships in the organization. The moderate correlation suggests that while OCB reinforces

commitment, organizational commitment is also influenced by how much employees believe they have invested and what they would lose if they left.

The findings suggest that job order employees' voluntary engagement in altruistic, conscientious, and civic-oriented behaviors fosters a sense of belonging and strengthens their commitment to institutional objectives and public service delivery. This is consistent with Hossain (2020), who emphasized that OCB is positively associated with OC and can predict overall performance. Therefore, local governments should develop programs and frameworks that encourage OCB in order to strengthen commitment further, improve service delivery, and achieve organizational goals.

5. Limitations, Implications, and Conclusion

This study provides important insights into the organizational citizenship behavior (OCB) and organizational commitment (OC) of job order employees in the City Government. However, certain limitations must be noted. The use of convenience sampling may have introduced selection bias, limiting the representativeness of the findings. The focus on a single LGU restricts the external validity of the results, and reliance on self-reported data may have been affected by social desirability bias. Despite these constraints, the study contributes to understanding a public sector group that remains underexplored in scholarly research.

The findings carry significant implications for practice and policy. Job order employees were found to demonstrate very high levels of OCB across all indicators, including altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. They also displayed very high levels of affective and continuance commitment, while normative commitment was high. These results suggest that strong discretionary behaviors and ethical engagement enhance organizational loyalty even without tenure

security or statutory benefits. The significant positive correlation between OCB and OC ($r = 0.574$, $p < 0.01$) indicates that cultivating OCB can serve as a strategic mechanism to strengthen workforce motivation, institutional attachment, and overall public service delivery.

In conclusion, this study confirms that OCB is essential for sustaining commitment, accountability, and professionalism among job order employees. While limited by sampling, scope, and self-reporting, the evidence highlights the need for civil service agencies and local governments to adopt performance-based criteria, introduce non-mandatory incentives, and provide capacity-building opportunities for this workforce. Future studies may extend the analysis to multiple LGUs or agencies, use probability sampling, and apply triangulated methods such as supervisor assessments and objective performance records. Overall, the research contributes theoretically and practically by showing that OCB plays a vital role in enhancing organizational commitment and advancing effective governance in the public sector.

¹ Corresponding Author: Life Gabriel F. Osumo

*Corresponding Email: lifegabrielosumo@gmail.com

6. Recommendations

Based on the results of this study, the following recommendations are suggested:

1. The *Civil Service Commission (CSC)* and the *Commission on Audit (COA)* may amend CSC Resolution No. 020790 and pertinent COA circulars to grant regularization, service credits, and benefits for job order employees, using measurable performance-based criteria such as productivity scores, attendance, and output quality.
2. *Local Government Units (LGUs)* may provide competitive and non-mandatory incentives, including productivity bonuses, transportation allowances, and health subsidies, to supplement wages and strengthen organizational commitment.
3. *Human Resource Management Offices (HRMOs)* may conduct semi-annual behavioral and performance appraisals using standardized tools such as the OCB Checklist and organizational commitment scales. Results may be used for contract renewal decisions and complemented with psychological interventions like resilience training and stress management in the local municipalities.
4. *Job Order Employees* may participate in structured capacity-building programs on teamwork, ethics, and collaboration to sustain high levels of OCB and OC and contribute to a positive organizational climate.
5. *Future Researchers* may examine the role of political influences and elected officials in the hiring and management of job order employees to generate evidence-based policies that promote merit-based employment and organizational integrity.

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¹ Corresponding Author: Life Gabriel F. Osumo

*Corresponding Email: lifegabrielosumo@gmail.com

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*Corresponding Email: lifegabrielosumo@gmail.com

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¹ Corresponding Author: Life Gabriel F. Osumo

*Corresponding Email: lifegabrielosumo@gmail.com

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¹ Corresponding Author: Life Gabriel F. Osumo

*Corresponding Email: lifegabrielosumo@gmail.com

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¹ Corresponding Author: Life Gabriel F. Osumo

*Corresponding Email: lifegabrielosumo@gmail.com



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¹ Corresponding Author: Life Gabriel F. Osumo

*Corresponding Email: lifegabrielosumo@gmail.com