

Predictors of organizational citizenship behavior among government personnel: A structural equation modeling approach

Prediktor perilaku kewarganegaraan organisasi di kalangan personel pemerintah: Pendekatan pemodelan persamaan structural

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Abstract

The study aimed to develop a causal paradigm of organizational citizenship behavior among government personnel in the SOCCSKSARGEN Region. 400 employees were selected through stratified balanced sampling. Data were collected using survey questionnaires and analyzed through the mean, Pearson r, multiple regression, and structural equation modeling. The study determined that quality of work life, employee silence, and political skill statistically correlate with organizational citizenship behavior. The study inferred the predictive capacity of the exogenous latent variables in influencing the organizational citizenship behavior of LGU employees. There were five generated models of organizational citizenship behavior, and model five was determined as the best-fit structural model. The model retained five quality indicators of work life, namely compensation and rewards, training and development, relationships and cooperation, organizational culture and climate, and work environment. Prosocial silence and acquiescent silence remained as indicators of employee silence. Political skill was narrowed to three indicators, comprising social astuteness, interpersonal influence, and networking ability. Finally, altruism and civic virtue emerged as the strongest indicators of organizational citizenship behavior.

Keywords: employee silence; organizational citizenship behavior; political skill; quality of work life

Abstrak

Penelitian ini bertujuan untuk mengembangkan paradigma kausal perilaku kewargaan organisasi di kalangan personel pemerintah di Wilayah SOCCSKSARGEN. Sebanyak 400 karyawan dipilih melalui sampling berstrata seimbang. Data dikumpulkan menggunakan kuesioner survei dan dianalisis menggunakan nilai rata-rata, Pearson r, regresi berganda, dan pemodelan persamaan struktural. Penelitian ini menetapkan bahwa kualitas kehidupan kerja, kebangkaman karyawan, dan keterampilan politik secara statistik berkorelasi dengan perilaku kewargaan organisasi. Penelitian ini menyimpulkan kapasitas prediktif dari variabel laten eksogen dalam memengaruhi perilaku kewargaan organisasi pada karyawan pemerintah daerah (LGU). Terdapat lima model perilaku kewargaan organisasi yang dihasilkan, dan model kelima ditetapkan sebagai model struktural dengan kecocokan terbaik. Model ini mempertahankan lima indikator kualitas kehidupan kerja, yaitu kompensasi dan penghargaan, pelatihan dan pengembangan, hubungan dan kerja sama, budaya dan iklim organisasi, serta lingkungan kerja. Kebangkaman prososial dan kebangkaman akuisensial tetap sebagai indikator kebangkaman karyawan. Keterampilan politik dipersempit menjadi tiga indikator, yaitu kecerdasan sosial, pengaruh interpersonal, dan kemampuan membangun jaringan. Akhirnya, altruisme dan kebajikan sipil muncul sebagai indikator terkuat dari perilaku kewargaan organisasi.

Kata kunci: diamnya karyawan; perilaku kewarganegaraan organisasi; keterampilan politik; kualitas kehidupan kerja

Introduction

Powerful environment forces such as demographic changes, rapid globalization, persistent innovation in information technology, and drastic shift in organizational structures transform the way organizations operate (Robertson & Tang 1995, Foss 2020). To thrive from these unprecedented and inevitable

circumstances, every organization must adopt a more organic design which reduces tight managerial supervision and allows greater discretion and responsibility among its employees.

Sadeghi et al. (2017) cited the relevance of collective knowledge in organizational success. It allows the management and employees to understand their clients' situations, perceptions, and expectations necessary in making client-centric decisions. Nonetheless, organizations would not develop effective collective wisdom without individual willingness to cooperate. The scholars differentiated compulsory and voluntary collaboration. In compulsory collaboration, employees do their duties according to the established laws, organizational policies, and work standards observed by the organization. Further, voluntary cooperation allows employees to do their duties beyond their responsibilities in favor of their organization. In this realm, individuals become altruistic, putting first the interest of the organization over their own (Yaakobi & Weisberg 2020). This phenomenon is known as organizational citizenship behavior (OCB).

OCB is beneficial to every organization (Ahmed & Khan 2016). Yaakobi & Weisberg (2020) inferred that organizational citizenship behaviors meaningfully correlate with quality, innovation, and efficiency as core dimensions of employee performance. Managers who believe in OCB provide a more favorable work environment and cooperation to their personnel. It expands managerial trust enabling employees to complete their tasks with minimal supervision and focus on opportunities that expedite organizational growth in a world of competition and change (Sadeghi et al. 2017).

In every industry, the quality of work life is becoming increasingly important in meeting organizational goals (Yadav & Khanna 2014, Nitafan et al. 2024). It can be described as the degree to which an employee's needs, both personal and professional, are met by participating in various work activities while attaining the organization's objectives. The extant literature concluded the meaningful relationship of quality of work life and OCB (Traiyotee et al. 2019, Ulfa et al. 2021). Accordingly, the better the quality of relationships with co-workers, quality of the system of assignment/career improvement, relationship with supervisor and clearer rules in the workplace, the lower the intensity of interpersonal counterproductive work behavior. Ng & Feldman (2011) indicated that quality of work life can be understood by looking into the strength of relationship that employees have with their whole working environment. Quality of work life is reflected in a working environment where rewards, job stability, and possibilities for career advancement were provided among employees to increase job satisfaction (Lau et al. 2011).

Furthermore, numerous studies have demonstrated the negative correlation of employee silence and organizational citizenship behavior. Çınar et al. (2013) and Kılıçlar & Harbalıoğlu (2014) determined an inverse relationship between employee silence and OCB suggesting that as employees suppress their voice in the organization, their OCB becomes weak. Employee silence, or organizational silence, occurs when individuals choose not to share information or avoid voicing their thoughts and concerns about workplace matters (Morrison & Milliken 2000). According to Çakıcı (2010), this silence can hinder innovation and slow the achievement of organizational objectives. This behavior often stems from employees intentionally withholding crucial information related to specific tasks or organizational matters, which could have significant implications for both personal and organizational growth.

Additionally, multiple studies have highlighted the significant influence of political skill on the development of organizational citizenship behavior (OCB). Research by Li & Kong (2015), Chelagat et al. (2020), and Millare (2023) demonstrates a direct relationship between political skill and OCB, indicating that employees with strong political skills are more inclined to engage in extra-role behaviors that enhance organizational effectiveness. Ferris et al. (2005) define political skill as the capacity to accurately perceive workplace dynamics and effectively utilize this understanding to influence others' actions in a way that benefits both the individual and the organization. Politically skilled individuals possess a combination of social intelligence and the ability to navigate complex situational demands, which enables them to appear authentic, inspire trust and support, and significantly influence and manage the reactions of others.

In recent years, research on OCB got into hot water (Wang 2016). Today, the trend in exploring the dimensionality of the OCB goes with understanding employees' organizational obedience, organizational loyalty, and organizational participation (Ahmadi 2013). In scanning the literature conducted by the researchers in different journals and research databases in organizational studies, it is interesting to note that most of the local studies done about OCB were conducted among employees of companies in the private sector, and there is a population gap on the OCB of the regular employees of local government units (LGU) in the southernmost region in the Philippines. Based on the presented trend of research of OCB and its predictors, a theoretical gap was also drawn about structural equation modelling of organizational citizenship behavior through quality of work life, employee silence, and political skill. These gaps underscore the need to conduct a study to address these under-researched areas.

The research was primarily directed on establishing a causal paradigm of organizational citizenship behavior through quality of work life, employee silence, and political skill of the regular employees of LGUs in the SOCCSKSARGEN Region. Specifically, it aimed to accomplish the following objectives: (1) Determine the significant relationship between quality of work life and organizational citizenship behavior, employee silence and organizational citizenship behavior, and political skill and organizational citizenship behavior; (2) determine which construct best influences organizational citizenship behavior; and (3) determine the best fit structural model of organizational citizenship behavior.

Research Method

The respondents of the study were regular rank-and-file civil servants in local government units in the SOCCSKSARGEN Region, Philippines. Jackson (2001) and Nugraha et al. (2023) suggested that a 400 person sample size is adequate in conducting structural equation modelling studies. With this criterion, the research involved 400 regular employees from the selected LGUs in the region.

Furthermore, the researchers used stratified balanced sampling to recruit the research respondents. This sampling method is appropriate because it strikes a balanced number of samples in each study area (Howell et al. 2020). Moreover, the study was conducted in five local government units in the SOCCSKSARGEN Region. The local government units that were involved in the study comprised those of Koronadal City, Kidapawan City, Tacurong City, Alabel, and General Santos City, Philippines. As for their inclusion in the study, these localities are either the capital or largest local government unit in each administrative division in the region in terms of population and barangay.

The researchers adapted questionnaires from the research of scholars who were influential in the constructs under study. Firstly, the Quality of Work Life Scale of Swamy et al. (2015) was used in assessing the quality of work life that the regular LGU employees observe at work. Moreover, the Four Forms of Employee Silence Scale of Adamska & Jurek (2017) was used in ascertaining the employee silence of the respondents. Further, the Political Skill Inventory of Ferris et al. (2005) was used in finding out the political skill of the respondents. Lastly, the Organizational Citizenship Behavior Scale evaluated by Argentero et al. (2008) was used in describing the organizational citizenship behavior of the respondents.

This quantitative study seeks to identify the most suitable model for organizational citizenship behavior (OCB). The researchers utilized a causal research design, employing structural equation modelling (SEM) to construct a causal framework of OCB as influenced by quality of work life, employee silence, and political skill among regular Local Government Units (LGUs) in the SOCCSKSARGEN Region. Zikmund et al. (2012) emphasize that causal research design is used in clarifying the scope and nature of cause-and-effect relationships between variables.

In the data analysis phase, the researchers employed Pearson correlation coefficient (r), regression analysis, and SEM. The Pearson correlation coefficient (r) was applied to assess the significance of the relationships between quality of work life and organizational citizenship behavior, employee silence and organizational citizenship behavior, as well as political skill and organizational citizenship behavior.

Regression analysis was then used to identify which among the three exogenous variables—quality of work life, employee silence, and political skill—most significantly predicts organizational citizenship behavior. Lastly, SEM was utilized to test and evaluate the multivariate causal relationships among the studied constructs. It was employed to identify the most suitable model for understanding organizational citizenship behavior.

The hypotheses of the study were tested at .05 level of significance: Ho1) There is no significant relationship between quality of work life and organizational citizenship behavior; Ho2) there is no significant relationship between employee silence and organizational citizenship behavior, and political skill and organizational citizenship behavior; Ho3) there is no significant relationship between political skill and organizational citizenship behavior; Ho4) there is no construct that best influences organizational citizenship behavior; and Ho5) there is no best fit structural model of organizational citizenship behavior.

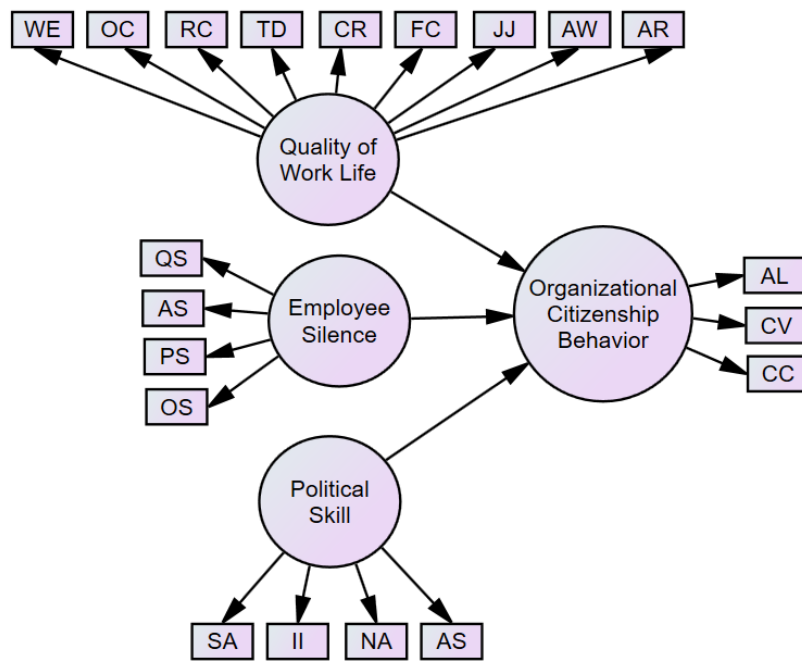


Figure 1.

Conceptual model of the study showing the hypothesized direct causal relationship of quality of work life, employee silence and political skill to organizational citizenship behavior patterned from the methodological

Source: Author modification and methodological notes of causal research design of Uy et al. (2016)

Figure 1 illustrates the conceptual framework of the study showing the causal relationship between the three exogenous variables and one endogenous variable. The exogenous variables comprise the quality of work life (QWL), employee silence (ES), and political skill (PS) while the endogenous variable is organizational citizenship behavior (OCB).

Results and Discussion

Studies exploring predictors of OCB focused on the role of organizational commitment, work motivation, and job satisfaction, and good leadership (De Geus et al. 2020), and none determined a structural equation model of OCB through quality of work life, employee silence, and political skills, which scholars determined to significantly correlate with the concept. The findings of the study address this empirical gap which local administrators and government office heads may use as a springboard in the creation of evidence-based enhancement programs for their employees.

Quality of work life of regular LGU personnel

Table 1 presents the quality of work life of regular LGU personnel in the SOCCSKSARGEN Region. The study found that the respondents have a high quality of work life, as indicated by a mean score of 4.00. The finding implies that regular LGU personnel enjoy a highly favorable work environment that emphasizes the importance of creating a supportive and engaging atmosphere, nurturing their well-being both professionally and personally. The study confirmed the findings of Fuerte (2022) who ascertained a good quality of work life among regular LGU employees in the third congressional district of Cotabato Province, Philippines. Fuerte (2022) revealed that relation and cooperation, job satisfaction and job security, facilities, work environment, and adequacy of resources were the dimensions that were most enjoyed by the local government employees.

Table 1.
Level of quality of work life of the regular LGU employees

Indicators	SD	Mean	Descriptive Level
Work Environment	0.58	4.05	High
Organization Culture and Climate	0.62	4.15	High
Relation and Cooperation	0.63	4.02	High
Training and Development	0.68	4.08	High
Compensation and Rewards	0.70	3.97	High
Facilities	0.67	3.94	High
Job Satisfaction and Job Security	0.65	4.08	High
Autonomy of Work	0.68	3.78	High
Adequacy of Resources	0.68	3.92	High
Overall	0.55	4.00	High

Source: Author modification and dimensions of quality of work life of Swamy et al. (2015)

Moreover, Licudan-Credo & Naparota (2022) revealed that regular, job order and/or contract employees from various government offices in the municipality of Liloy, Zamboanga del Norte enjoyed an excellent quality of work life, which is otherwise explained by their exceptional work environment, training and development, facilities, and adequacy of resources.

In his study among local government employees in the first legislative district in Sultan Kudarat, Philippines, Endaya (2024) demonstrated that local government employees have a good quality of work life, using job and career satisfaction, general well-being, homework interface, stress at work, control at work, and working conditions as the categories of the concept. He explained the good quality of work life his respondents enjoyed is primarily ascribed to their job and career satisfaction, working conditions, and general well-being. Similar was suggested by Suwandi & Tentama (2020) who indicated that job and career satisfaction are most dominant in encapsulating quality of work life.

Francis & Fonceca (2023) agreed that quality of work life is essential in the workplace because it improves morale, promotes employee commitment, increases productivity, and decreases absenteeism. Cascio (2003) added that quality of work life enhances employee satisfaction, which otherwise stems from how the organization treats its employees. This satisfaction then shapes employees' affective and continuance commitment to their organization, hence promoting employee retention. Nevertheless, several studies suggest that poor quality of work life can result in negative behaviors such as absenteeism, unfinished tasks, workplace theft, and disruptions to daily operations (Nauman et al. 2021, Licudan-Credo & Naparota 2022).

Employee silence of regular LGU personnel

Table 2 presents the level of employee silence of regular LGU personnel in the SOCCSKSARGEN Region. The study found that the respondents demonstrate moderate level of employee silence at work as indicated by a mean score of 3.08. The finding implies that regular LGU personnel sometimes intentionally withhold information, opinions, or concerns by employees in the workplace due to fear, feeling of resignation, altruism, or self-interest. The study fully confirmed the findings of Nitafan (2020), who identified a moderate level of employee silence among regular personnel in selected local governments in Cotabato Province, Philippines. Similarly, Endaya (2024) found a moderate level of employee silence among regular rank-and-file employees in selected local government units in the first legislative district of Sultan Kudarat, Philippines. In his study, Nitafan (2020) asserted that local government employees sometimes become impartial in sharing their knowledge, thoughts, views, or concerns regarding organizational matters.

Table 2.
Level of employee silence of the regular LGU employees

Indicators	SD	Mean	Descriptive Level
Acquiescent Silence	0.79	3.30	Moderate
Quiescent Silence	0.99	2.89	Moderate
Prosocial Silence	0.85	3.33	Moderate
Opportunistic Silence	0.99	2.80	Moderate
Overall	0.78	3.08	Moderate

Source: Author modification and dimensions of employee silence of Adamska & Jurek (2017)

Within the past few years, employee silence has been happening more often in public sector than the private organisation (Ibironke et al. 2022). Previous studies do not align with Milliken et al. (2003), who revealed that 85% of their manager and professional respondents from various industries such as news media, consulting, advertising, and financial services demonstrated a higher degree of employee silence. Similar outcome was drawn by Lourencia et al. (2020) among Generation Y employees in the private sector in Jakarta, Indonesia. This means that the degree of employee silence differs between the private and public sectors. Building on the foundational works of Pinder & Harlos (2001), Van Dyne et al. (2003), and Knoll & van Dick (2012), Chou & Chang (2020) explained that employee silence, both in private and public organizations, can originate from several sources: a pessimistic view on the potential for change, fear of negative repercussions for speaking up, altruistic motives toward colleagues and the organization, or self-serving motives to gain personal advantages.

Political skill of regular LGU personnel

Table 3 presents the level of political skill of regular LGU personnel in the SOCCSKSARGEN Region. The study found that the respondents exhibit a high level of political skill at work as indicated by a mean score of 3.84. The finding suggests that regular LGU personnel possess a strong ability to comprehend their colleagues and consistently leverage this understanding to motivate others to behave in ways to achieve both personal and organizational goals. Based on the literature scanning conducted by the researcher, it was found that studies about political skill of local government employees in the Philippines are scarce and largely focused on other groups, particularly on policemen. However, the finding slightly confirms the study of Chavez et al. (2022) among police personnel in Davao Region, Philippines. They indicated that the said public servants had a very high level of political skill, which is otherwise meaningfully correlated with their organizational politics. Their respondents observed a very high level of networking ability, apparent sincerity, social astuteness, and interpersonal influence. Similar findings were drawn by Millare (2023) among uniformed Philippine National Police (PNP) personnel in Cotabato Province.

Table 3.
Level of political skill of the regular LGU employees

Indicators	SD	Mean	Descriptive Level
Networking Ability	0.80	3.47	High
Apparent Sincerity	0.65	4.12	High
Social Astuteness	0.70	3.80	High
Interpersonal Influence	0.65	3.94	High
Overall	0.56	3.84	High

Source: Author modification and dimensions of political skill of Ferris et al. (2005)

Prominent researchers in the field of political skill, such as Ferris et al. (2000), characterize political skill as an “interpersonal style that integrates social acumen with the capacity to effectively relate and contextually exhibit appropriate behavior in a charismatic and engaging way.” Chen et al. (2021) concurred that “political skill fosters confidence, trust, sincerity, and authenticity.” Consequently, individuals with high political skill possess a strong understanding of how to navigate diverse social situations in the workplace and can do so with genuine intent, ensuring effective influence. Numerous studies have demonstrated the critical importance of political skill for personal career advancement (Usman 2022). Some researchers suggest a positive correlation between political skill and career satisfaction (eg, Tang et al. 2019, Kwan et al. 2020), while others find a similar correlation with personal success (Lee et al. 2019, Kranefeld et al. 2022). Additionally, most researchers agree that political skill is directly linked with performance outcomes (Grosser et al. 2018, Feitosa et al. 2021).

Organizational citizenship behavior of regular LGU personnel

Table 4 presents the level of organizational citizenship behavior of regular LGU personnel in SOCCSKSARGEN Region. The study revealed that the respondents observe a high level of organizational citizenship behavior at work as indicated by the mean score of 4.08. The finding implies that regular LGU personnel continuously exhibit willingness to go above and beyond their basic duties, such as helping colleagues with tasks or providing support without being asked, engaging in activities that benefit the organization as a whole, such as attending meetings or participating in committees, and demonstrating diligence, responsibility, and a strong work ethic to promote positive workplace dynamics and enhance team performance.

Table 4.
Level of organizational citizenship behavior of the regular LGU employees

Indicators	SD	Mean	Descriptive Level
Altruism	0.60	4.14	High
Civic Virtue	0.65	3.93	High
Conscientiousness	0.59	4.16	High
Overall	0.51	4.08	High

Source: Author modification and dimensions of organizational citizenship behavior of Argentero et al. (2008)

The result fully aligns with multiple authors — e.g. Dumayas & Dura (2024) among provincial local government employees in Davao del Sur, Philippines; de la Salde & Gempes (2018) among the local government employees in selected cities in Davao Region, Philippines; Cahilo, Limos-Galay, and Tampol among contract of service employees among local governments in SAMARICA, Occidental Mindoro, Particularly, they found a high level of altruism, civic virtue, and conscientiousness among local government employees in the Philippines.

The importance of OCB on personal and organizational growth is clearly empirically drawn in the literature. For instance, De Geus et al. (2020) conducted a comprehensive literature review about antecedents of OCB in over 129 studies from 47 journals listed in the Public Administration category of the Social Sciences Citation Index. They determined that OCB is positively correlated with the

following constructs: “Organizational commitment, public service motivation, job satisfaction, affective commitment, trust of management, person-organization fit, self-efficacy, cognitive ability, community involvement, empathy, goal clarity, job autonomy, good leadership, interpersonal justice, procedural justice, distributive justice, organizational support, and psychological empowerment.”

Correlation between measures

Table 5 presents the meaningful correlation between quality of work life and organizational citizenship behavior, employee silence and organizational citizenship behavior, and political skill and organizational citizenship behavior. The data show that all exogenous variables, namely quality of work life, employee silence, and political skill have a significant relationship with organizational citizenship behavior. Hence, the first, second, and third null hypotheses of the study are not accepted.

Table 5.
Correlation between quality of work life and organizational citizenship behavior, employee silence and organizational citizenship behavior, and political skill and organizational citizenship behavior of the regular LGU employees

Variables	Correlation coefficient	Probability value	Relationship interpretation	Decision
Quality of work life and organizational citizenship behavior	.607	.001	Strong	Do not accept H ₀ 1
Employee silence and organizational citizenship behavior	.202	.001	Weak	Do not accept H ₀ 2
Political skill and organizational citizenship behavior	.694	.001	Strong	Do not accept H ₀ 3
Coefficient interval	Correlation level			
0.80 – 1.000	Very strong			
0.60 – 0.799	Strong			
0.40 – 0.599	Moderate			
0.20 – 0.399	Weak			
0.00 – 0.199	Very weak			

Source: Author modification and methodological notes of correlational analysis of Napitupulu et al. (2018)

The data show that all exogenous variables, namely quality of work life, employee silence, and political skill have a significant relationship with the endogenous variable, namely organizational citizenship behavior. Hence, the first, second, and third null hypotheses of the study are not accepted.

Firstly, the study determined that quality of work life has a positively strong correlation with organizational citizenship behavior as indicated by the coefficient of .607 at p-value of .001. This means that the increase in the employees’ quality of work life through its manifest variables would also increase their organizational citizenship behavior. This finding suggests that the better the quality of work life the LGU employees live at work, the stronger organizational citizenship behavior they will manifest. The findings of the study favor the conclusion of Traiyotee et al. (2019), and Ulfa et al. (2021). Thamrin et al. (2023) highlighted that the quality of work life significantly influences OCB, with job satisfaction serving as a mediating factor. Employees who experience high levels of job satisfaction, fostered by a supportive work environment and a favorable quality of work life, are more likely to exhibit OCB. This behavior involves voluntarily taking on tasks beyond their formal job responsibilities without external compulsion.

Secondly, the study determined that employee silence has a positively weak correlation with organizational citizenship behavior, as indicated by the correlation coefficient of .202 at p-value of .001. The positive correlation between the two concepts implies that the more employees manifest employee silence at work, the more likely they will exhibit organizational citizenship behavior. The result negates the theoretical proposition of Çınar et al. (2013) and Kılıçlar & Harbalıoğlu (2014) who determined an inverse relationship between employee silence and OCB suggesting that as employees suppress their voice in the organization, their OCB becomes weak. Acaray & Akturan (2015) inferred that prosocial silence, among the other dimensions of employee silence such as acquiescent silence and defensive silence, has a positive effect to organizational citizenship behavior. This is due to altruism that essentially characterizes the concept. Van Dyne et al. (2003) indicated that prosocial silence is based on employees' cooperative motive to help colleagues or benefit the organization.

Lastly, the study inferred that political skill has a positively strong correlation with organizational citizenship behavior as indicated by the correlation coefficient of .694 at p-value of .001. The positive correlation between the two constructs suggests that if the employees manifest political skill at work, they will develop a stronger organizational citizenship behavior. Several studies established the critical role of political skill to an employee's organizational citizenship behavior. The findings of the study resonate the research of Li & Kong (2015), Chelagat et al. (2020) and Millare (2023) who found a direct relationship between political skill and organizational citizenship behavior suggesting that politically skilled employees are more likely to show extra-role behaviors that promotes effective organizational functioning.

Organ (1988, as cited by Li & Kong 2015), indicated that organizational citizenship behavior (OCB) is characterized by acts of reciprocity grounded in the concept of social exchange within the organization. This behavior encompasses acts of altruism that extend beyond formal job duties, which are not directly rewarded by the organization but significantly enhance its overall efficiency. Politically adept individuals, marked by their keen social astuteness, ability to interpret others' actions, self-control, and adaptability, are particularly well-suited to engage in such behaviors (Andrews et al. 2009). Employees with strong political skills often possess superior networking capabilities, providing them with increased opportunities for interaction, communication, and collaboration with leadership. This interaction fosters mutual understanding and the development of strong personal relationships. According to Li & Kong (2014), employees who maintain close relationships with leaders are more likely to access opportunities, including involvement in decision-making processes. In such environments, OCB can become a self-reinforcing mechanism. Additionally, employees who are close with their leaders benefit from continuous supervision and support, which further enhances their OCB.

Cause-and-effect relationship between the measures

Table 6 presents the test of prediction of quality of work life, employee silence and political skill on organizational citizenship behavior of regular LGU employees. The data in Table 6 suggest that the combined influence of the exogenous latent variables is 56.4% ($\Delta R = .564$). The adjusted R-square becomes necessary because the model has three independent variables for a more detailed correlation view. The presence of more variables in the model adjusts the value of the r-squared. Notably, the adjusted R2 (ΔR) is always lesser than or equal to the value of the R2.

Further, the coefficient of determination (R2) suggests that the independent variables collectively explain 56.8% of the variance in organizational citizenship behavior ($R^2 = .568$). R-squared is useful for analyzing data with minimal bias, usually involving a single independent and dependent variable. The coefficient of correlation ($R = .753$) further confirms a strong linear relationship between the independent variables and organizational citizenship behavior.

Table 6.
Prediction of quality of work life, employee silence and political skill on organizational citizenship behavior of regular LGU employees

Organizational Citizenship Behavior				
Exogenous Variables	<i>B</i>	<i>B</i>	<i>T</i>	<i>Sig.</i>
Constant	1.077		7.719	.001
Quality of Work Life	.317	.340	8.644	.001
Employee Silence	-.059	-.090	-2.524	.012
Political Skill	.500	.546	13.386	.001
R	.753			
R ²	.568			
ΔR	.564			
F	172.330			
P	.001			

Source: Author modification and methodological notes of causal analysis of Plaza-Saligumba et al. (2022)

Essentially, the F-value of 172.330 with a p-value of .001 ensures the predictive capacity of the exogenous latent variables. Furthermore, the F and p-values also reject the null hypothesis, which indicates that none of the three constructs predicts organizational citizenship behavior. Simply put, the value of F (172.330), which is significant at $p < 0.5$, reveals the capacity of quality of work life, employee silence and political skill to predict organizational citizenship behavior. Lastly, political skill has a higher standardized beta coefficient at .546 than quality of work life and employee silence, making it as the best predictor organizational citizenship behavior.

Best fit structural model of organizational citizenship behavior

There are five generated models in this study. Among these, the fifth model shown in Figure 2 is the best-fit model of organizational citizenship behavior. Table 7 presents the summary of the measures of goodness of fit of the five generated models.

Table 7.
Summary of goodness of fit measures of the five generated models

Model	P-value	CMIN / DF	GFI	CFI	NFI	TLI	RMSEA	P-close
	(>0.05)	(0<value<2)	(>0.95)	(>0.95)	(>0.95)	(>0.95)	(<0.05)	(>0.05)
1	.000	5.041	.817	.881	.856	.865	.101	.000
2	.000	4.782	.826	.889	.865	.873	.098	.000
3	.000	4.808	.822	.888	.863	.872	.098	.000
4	.000	4.000	.845	.913	.888	.899	.087	.000
5	.052	1.497	.977	.993	.979	.987	.035	.902

L e g - e n d

CMIN/DF - Chi Square/Degrees of Freedom

GFI - Goodness of Fit Index

RMSEA - Root Mean Square of Error Approximation

NFI - Normed Fit Index

TLI - Tucker-Lewis Index

CFI - Comparative Fit Index

Source: Author modification and methodological notes of structural equation modeling of Monarca & Bandiola (2023)

The model shows that all indices fit each criterion range: p-value = 0.052, CMIN/DF = 1.497, RMSEA = .035, p-close = .902, TLI=.987, NFI=.979, CFI=0.993, and GFI = 0.977, all greater than 0.95. Relative thereto, the findings of the study rejected the null hypothesis that there is no best-fit structural model of organizational citizenship behavior. Model five best explains the organizational citizenship behavior of regular local government employees in the SOCCSKSARGEN Region. In refining the structural model of organizational citizenship behavior (OCB), certain indicators were excluded to improve statistical robustness. The model retained five core indicators for quality of work life, comprising compensation and rewards, training and development, relationships and cooperation, organizational culture, and work environment. For employee silence, prosocial silence and acquiescent silence remained as key contributors, while political skill was best represented by social astuteness, interpersonal influence, and networking ability. Altruism and civic virtue remained as primary indicators of OCB, achieving a more streamlined and statistically sound model.

The study bridges gaps in the literature by integrating organizational citizenship behavior (OCB) with constructs such as quality of work life, employee silence, and political skill, which have been relatively underexplored in prior research. This expands the theoretical understanding of the antecedents and predictors of OCB within organizational settings. Further, the determination of a best-fit structural model for OCB enhances theoretical models by providing an empirically tested framework that can be applied or adapted in other settings.

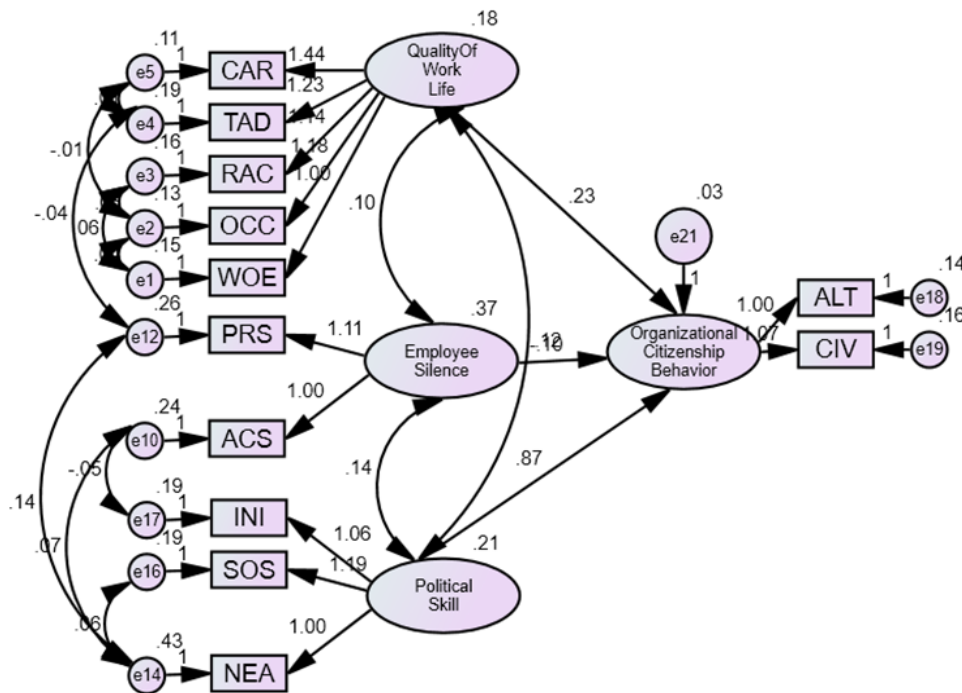


Figure 2.
The best fit structural model of organizational citizenship behavior
Source: Author modification and methodological notes of structural equation modeling of Palma-Alicer et al. (2022)

The establishment of a causal paradigm linking quality of work life, employee silence, and political skill to OCB offers a theoretical framework that can be tested and refined in future research. This causal model adds depth to the literature, suggesting pathways through which these variables interact to influence OCB. The investigation into the relationship between employee silence and OCB is a relatively novel contribution, as this variable has not been extensively studied in relation to OCB. The finding of a weak positive correlation suggests new avenues for research on the complexities of silence in public organizational settings. Finally, the identification of political skill as the strongest predictor adds to theories of social influence and organizational behavior, emphasizing the role of interpersonal dynamics in fostering citizenship behavior.

Conclusion

Organizational citizenship behavior (OCB) is crucial for enhancing employee engagement. However, empirical gap and population gaps remain, particularly regarding the cause-and-effect relationships between OCB and key organizational concepts such as quality of work life, employee silence, and political skill—especially among public officers in the Philippines. To address these gaps, this study developed a causal framework that examines OCB in relation to these factors among regular rank-and-file employees of local government units (LGUs) in the SOCCSKSARGEN Region.

The findings revealed that both quality of work life and political skill are strongly positively correlated with OCB, while employee silence shows a weaker positive correlation. Additionally, the study identified a best-fit structural model for OCB and assessed the predictive influence of the exogenous variables—quality of work life, employee silence, and political skill—on OCB. Notably, political skill emerged as the strongest predictor of OCB when compared to the other variables. These insights are valuable for office heads in evaluating employee performance, particularly in recognizing those who exceed their formal job responsibilities to support organizational goals. The findings can guide managerial evaluations, informing decisions about promotions, employee recognition, and strategies for boosting work motivation, job satisfaction, and productivity, ultimately contributing to organizational growth.

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