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LEADERSHIP SKILLS AND ORGANIZATIONAL CULTURE AS PREDICTORS OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR

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ABSTRACT

The purpose of the study was to determine what domains of leadership skills and organizational culture significantly predict employees' organizational citizenship behavior. The 350 employees of the Department of Agrarian Reform in Region XI participated in this descriptive correlational study. The data were analyzed based on findings from government employees across the different divisions of the Department of Agrarian Reform in Region XI. This study evaluated the influence of Leadership Skills and Organizational Culture on Organizational Citizenship Behavior, examined the relationships between Leadership Skills and Organizational Citizenship Behavior and between Organizational Culture and Organizational Citizenship Behavior, and identified the specific factors that were the most significant predictors of Organizational Citizenship Behavior. These findings suggested that leadership behaviors that shape organizational identity and cultural cohesion are more impactful in eliciting organizational citizenship behavior than operational or task-focused leadership functions.

KEYWORDS: Leadership Skills, Organizational Culture, Organizational Citizenship Behavior

1. INTRODUCTION

Organizational Citizenship Behavior (OCB) remains an essential focus in organizational research, with contemporary studies increasingly examining how leadership skills and organizational culture jointly shape employees' discretionary, prosocial behaviors in today's dynamic work environments. Recent empirical evidence shows that leadership behaviors—especially transformational and relational leadership practices—are positively linked with OCB, often through mechanisms such as trust, psychological capital, and perceived organizational support, suggesting that leaders who inspire, empower, and maintain strong interpersonal relationships foster higher OCB among employees (Shamir & Pillai, 2021; authentic leadership study). In parallel, organizational culture has been identified as a significant contextual predictor of OCB, with supportive and cohesive cultural climates

enhancing employees' motivation to exceed formal role expectations and engage in cooperative, voluntary behaviors (Hasyim & Tukiran, 2024; organizational culture review). Furthermore, studies demonstrate that leadership and culture interact synergistically—where culture shapes how leadership is enacted, and leadership reinforces cultural norms—highlighting that strong leadership skills coupled with a positive culture produce the most robust levels of OCB across both private and public sector contexts (Future Business Journal, 2025). Collectively, these findings underscore the ongoing relevance of leadership competencies and cultural strength in predicting OCB, reinforcing the need to explore these predictors within specific organizational settings.

Research on Organizational Citizenship Behavior (OCB) in public organizations continues to highlight both its importance and the need for a deeper, context-specific understanding. A systematic review by de Geus et al. (2020) emphasizes that, while OCB is increasingly recognized as essential to public sector performance, existing studies still reveal gaps in explaining its antecedents, mechanisms, and sector-specific consequences, particularly in bureaucratic, resource-constrained environments. Contemporary literature further affirms that OCB significantly contributes to organizational effectiveness by fostering cooperation, enhancing employee commitment, and improving overall performance. In a comprehensive review, Worku (2024) underscores that OCB supports organizational cohesion and efficiency by encouraging discretionary behaviors that go beyond formal job requirements, thereby reducing operational strain and strengthening organizational resilience. Despite these advances, recent scholars have consistently called for more empirical studies of public institutions to clarify how organizational context shapes the development and impact of OCB.

Although the link between OCB and its determinants, such as leadership skills and organizational culture, and supervisory style, is widely investigated, the researcher has not come across a study conducted among employees of the Department of Agrarian Reform in Region XI, especially in the local setting. This prompted the researcher to investigate the influence of leadership skills and organizational culture on employees' organizational citizenship behavior in the Department of Agrarian Reform in Region XI. The results of this investigation may add new knowledge and contribute to the existing literature on each variable in this study. This study aimed to determine which leadership skills and organizational culture domains significantly predict employees' organizational citizenship behavior. Moreover, this study is guided by the following objectives: to describe the level of leadership skills in terms of administrative skills, interpersonal skills, and conceptual skills; to assess the level of organizational culture in terms of managing change, achieving goals, coordinating teamwork, and, building a strong culture; to determine the level of organizational citizenship behavior of the employees in terms of altruism, civic virtue, conscientiousness, courtesy, and sportsmanship; to establish the important relationship between leadership skills and organizational citizenship behavior; to establish the significant relationship between organizational culture and organizational citizenship behavior; to decide which domain in the leadership skills significantly influences organizational citizenship behavior; and to determine what domain in the organizational culture significantly predicts organizational citizenship behavior.

The following hypotheses were tested at a 0.05 level of significance. There is no significant relationship between leadership skills and organizational citizenship behavior; there is no significant relationship between organizational culture and organizational citizenship behavior; there is no domain in leadership skills that significantly predicts organizational citizenship behavior; and there is no domain in organizational culture that significantly predicts organizational citizenship behavior.

Discussed in this part are previous reports and literature that are relevant to the present study. A review of the literature revolves around the variables of this investigation. Leadership skills are the first independent variable, with administrative, interpersonal, and conceptual skills as indicators (Northouse, 2022). Another independent variable is organizational culture, with the following indicators: managing change, achieving goals, coordinating teamwork, and building a strong culture (Parsons, 1937). The dependent variable is organizational citizenship behavior (OCB). There are five-dimensional scales of OCB, including altruism, civic virtue, conscientiousness, courtesy, and sportsmanship, as identified by Organ (1988). The following related literature was taken from books, magazines, journals, and the internet.

Since the beginning of the 20th century, psychological research on leadership has contributed to generating improvements in business organizations that positively influence their performance and working environments, thus achieving social impact. Some of the most relevant scientific contributions analyze the effects of leadership on the improvement of interpersonal skills and the ability to reach personal and organizational objectives.

Organizational culture is the organization's personality. Culture comprises assumptions, values, norms, and tangible signs (artifacts) of organizational members and their behaviors. Members of an organization soon come to understand the organization's particular culture. Culture is one of those terms that is difficult to express distinctly, but everyone knows it when they sense it. For example, the culture of a large, for-profit corporation is quite different from that of a hospital, which is quite different than that of a university. You can tell an organization's culture by looking at its furniture arrangement, what it brags about, what its members wear, etc., much like you can use to get a feel about someone's personality (McNamara, 2022). Although Organizational Citizenship Behavior (OCB) originated in the late 1970s and became more formally studied in the 1980s, contemporary research continues to recognize it as a crucial construct in organizational science due to its association with organizational performance and employee well-being. Recent literature reviews confirm that OCB consists of voluntary, extra-role behaviors that positively influence workplace outcomes such as cooperation, cohesion, and efficiency, and that these behaviors contribute to organizational success beyond formal job requirements (Worku, 2024). Empirical studies have shown that employees who engage in higher levels of OCB are more likely to contribute to improved individual and team performance, enhanced workplace relations, and a supportive work climate, highlighting that human behavior remains a vital predictor of organizational effectiveness (Syah & Safrida, 2024). However, current findings also

suggest that enhancing OCB can be challenging because employees do not always recognize its significance or understand how discretionary behaviors translate into performance improvements, underscoring the continued need for managerial strategies that promote awareness and encourage citizenship behaviors in modern workplaces.

Organizational Citizenship Behavior (OCB) is currently defined as discretionary and organizationally beneficial behavior that goes beyond formally prescribed job duties and is not directly tied to contractual compensation or reward systems. Contemporary scholars emphasize that OCB involves voluntary employee actions such as assisting colleagues, taking on additional tasks, cooperating beyond role expectations, and proactively sharing ideas that contribute to organizational effectiveness (Podsakoff, MacKenzie, & Podsakoff, 2021). Recent literature further clarifies that these behaviors are not explicitly required nor enforceable through formal performance evaluations, but rather stem from individual choice and intrinsic motivation, with no formal penalties for non-participation (de Geus, Ingrams, Tummers, & Pandey, 2020). In this sense, OCB continues to be understood as extra-role behavior that enhances organizational efficiency and social functioning by encouraging employees to contribute beyond minimum role requirements, reinforcing the view that citizenship behavior reflects a personal commitment to organizational well-being rather than an obligation imposed by formal job descriptions.

Organizational Citizenship Behavior (OCB) is broadly defined as discretionary behavior by employees that goes beyond formal job requirements and contributes to organizational effectiveness. Contemporary studies describe OCB as non-compulsory actions that enhance collaboration and teamwork between employees and organizations, thereby improving operational efficiency and workplace cohesion (de Geus, Ingrams, Tummers, & Pandey, 2020). These behaviors include voluntarily assisting coworkers, sharing knowledge, and participating in activities not formally required, reflecting the employee's intrinsic motivation to support organizational goals. Research indicates that fostering OCB is particularly important in dynamic, competitive work environments, where employees' additional efforts can significantly enhance organizational performance and adaptability.

In addition, OCB encompasses employee decisions to allocate extra time and effort at their own discretion to benefit coworkers and the organization as a whole. These behaviors are linked to positive organizational outcomes, including enhanced productivity, improved team cohesion, and better problem-solving capacity. Recent empirical evidence suggests that OCB acts as an antecedent to organizational effectiveness, as employees who voluntarily engage in extra-role behaviors contribute to the development of organizational resources, encourage innovative practices, and foster flexibility in responding to challenges (Worku, 2024). Such voluntary contributions are especially valuable in public and private institutions alike, reinforcing that organizational success is supported not only by formal role performance but also by discretionary, citizenship-oriented actions.

Moreover, OCB is characterized by helpful, cooperative, and proactive behaviors that reflect an employee's willingness to support colleagues and advance organizational objectives without expectation of direct personal gain. Employees who exhibit high levels of OCB frequently take on additional responsibilities, comply with organizational policies, and maintain a positive, constructive attitude even under challenging conditions (Podsakoff, MacKenzie, & Podsakoff, 2021). These behaviors contribute to a culture of excellence, as discretionary effort and voluntary support enhance efficiency, foster innovation, and strengthen organizational resilience. Observing such behaviors in the workplace signals that effective organizations depend not only on formal role fulfilment but also on employees' proactive engagement in voluntary, citizenship-oriented activities.

Organizational citizenship behavior (OCB) continues to be conceptualized as a set of discretionary employee behaviors that are not formally rewarded yet contribute significantly to organizational effectiveness. Recent literature continues to recognize altruism as a core dimension of OCB, defined as voluntary actions aimed at helping colleagues with work-related issues. Contemporary studies emphasize that altruistic behaviors enhance teamwork, trust, and collaborative performance, particularly in knowledge-intensive and service-oriented organizations (Podsakoff et al., 2020; Qiu et al., 2021). Altruism has been shown to foster psychological safety and strengthen interpersonal relationships, thereby promoting employee engagement and job satisfaction (Lee & Kim, 2022). Moreover, altruistic conduct positively influences organizational sustainability by encouraging mutual support and shared responsibility among employees (Zhao et al., 2023).

Another key dimension of OCB is civic virtue, which reflects employees' responsible participation in organizational governance and concern for organizational welfare. Recent studies describe civic virtue as proactive involvement in meetings, staying informed about organizational matters, and constructively expressing opinions on policies and practices (Afsar et al., 2020). This behavior is closely linked with organizational commitment and innovation, as employees who demonstrate civic virtue are more likely to contribute ideas that improve processes and decision-making (Jiang & Kim, 2021). Conscientiousness, likewise, remains a critical predictor of organizational effectiveness. Defined as adherence to organizational rules beyond minimum requirements, conscientiousness has been associated with higher job performance, reliability, and reduced counterproductive behaviors (Chiaburu et al., 2022). Employees high in conscientiousness are more likely to support organizational goals, manage change effectively, and contribute to a positive organizational culture (Yoon et al., 2023).

Courtesy and sportsmanship complete the multidimensional framework of OCB by emphasizing interpersonal harmony and tolerance in the workplace. Courtesy involves proactive behaviors that prevent conflict, such as keeping coworkers informed and considering the impact of one's actions on others (Miao et al., 2020). These behaviors are essential in promoting knowledge sharing and minimizing workplace tensions, particularly in collaborative environments (Islam et al., 2021).

Sportsmanship refers to employees' willingness to maintain a positive attitude despite inconveniences or unfavorable circumstances. Recent research highlights that sportsmanship reduces workplace negativity and supports organizational resilience during periods of change (Kim et al., 2022). Anchored in Social Exchange Theory, modern studies reaffirm that when organizations provide support, fairness, and respect, employees reciprocate with positive discretionary behaviors, such as OCB, thereby reinforcing long-term organizational success (Cropanzano et al., 2023).

Figure 1 presents the conceptual framework of the study, which illustrates the relationships between leadership skills and organizational citizenship behavior, and between organizational culture and organizational citizenship behavior. As shown, there are two independent variables. The first independent variable is leadership skills, with the following indicators: administrative skills, interpersonal skills, and conceptual skills (Northouse, 2022).

On the other hand, the dependent variable is organizational citizenship behavior, measured with a five-dimensional scale (Organ, 1988). Altruism, as used in this study, refers to a close relationship, sensitivity, understanding, and kind-heartedness to co-workers; conscientiousness in this study relates to the extra role behavior shown by the workers which includes adherence to established policies in the workplace as specified by the management; civic virtue characterizes voluntary engagement of workers in the social life of the organization and organization meetings; courtesy, as used in this study, refers to the positive behavior of workers to take actions to avoid the occurrence of problems in the organization; lastly, sportsmanship which means forbearance in times of difficult situation.

This study is critical because it broadens our knowledge of the factors that influence organizational citizenship behavior. It will also expand the literature on leadership skills, organizational culture, and organizational citizenship behavior. Furthermore, this research provides a strategic foundation for developing initiatives to enhance organizational citizenship behavior. The results of the study may also be helpful to researchers, practitioners, and managers. On an international scale, this study provides a critical foundation for identifying unexplored links between leadership competencies and organizational culture regarding citizenship behavior.

2. METHODS

Research Respondents. The respondents in this study were employees from the different divisions of the Department of Agrarian Reform in Region XI, who were invited to participate. Respondent participation was voluntary, and each participant was provided with a consent form. Each of them was informed that he or she has the option not to answer the survey questionnaire when he or she feels any discomfort due to the sensitive nature of the topic, and that he or she may withdraw in case of potential risks or discomfort.

In addition, the researcher used complete enumeration, meaning the researcher examined the employees of the Department of Agrarian Reform who met the inclusion criteria. There were three hundred fifty (350) active employees who participated in the study. There were 25 participants from the Administration Division, 220 from the Land Tenure Improvement Division, 75 from Program Beneficiaries Development, 20 from the Legal Division, and 10 from the Adjudication Board.

Establishing explicit inclusion and exclusion criteria is a fundamental methodological requirement in contemporary research to ensure rigor, validity, and ethical integrity. Recent literature defines inclusion criteria as the predefined characteristics that identify eligible participants who can appropriately address the research objectives. In contrast, exclusion criteria specify attributes that may compromise data quality, participant safety, or the study's internal validity (Feligioni & de Lima, 2021). Clearly articulated criteria help reduce selection bias, enhance sample homogeneity, and improve the generalizability of findings (Ranganathan et al., 2021). Moreover, transparent inclusion and exclusion standards are emphasized in current research guidelines as essential for reproducibility and ethical accountability, particularly in quantitative and mixed-methods studies (Munn et al., 2023). By systematically defining who is included and who is excluded, researchers can ensure that results accurately reflect the target population and minimize methodological limitations.

In this study, the researcher considered sex (male and female) and length of service (those who have rendered at least 1 year of service in the department) as inclusion criteria. The regional director, provincial officers, municipal officers, and division chiefs shall fall under the exclusion criteria and were not included in this study.

Materials and Instruments. The researcher utilized three (3) sets of adopted questionnaires divided into three (3) parts. Part IA was for the independent variable, Leadership Skills, which included indicators of administrative, interpersonal, and conceptual skills that measured the degree of leadership skills. Part IB was for the other independent variable, Organizational Culture, which refers to the values and practices for managing change, achieving goals, coordinating teamwork, and building a strong culture. The Part II questionnaire was for the dependent variable, Organizational Citizenship Behavior, which refers to employees' positive workplace behaviors, such as altruism, civic virtue, conscientiousness, courtesy, and sportsmanship. The researcher modified the Northouse (2021) questionnaire to gather data on leadership skills. The second questionnaire, which was adopted from Dwomoh, Gyamfi, and Luguterah (2019), measured the employee's behavior in the different facets of citizenship behavior.

A five-point parameter was utilized to determine the level of leadership skills. The scale included mean ranges and descriptive interpretations that guided the evaluation process. The following descriptive categories were applied: 4.20-5.00 interpreted as "very high", signifying that leadership skills are felt at all times; 3.40-4.19 interpreted as "high", meaning leadership skills are felt on most occasions; 2.60-3.39 described as "moderate", suggesting that leadership skills are felt occasionally; 1.80-2.59

interpreted as “low”, signifying that leadership skills are felt in rare occasions; 1.00-1.79 interpreted as “very low”, indicating that leadership skills are not felt at all.

Likewise, the same parameter was used to determine the level of organizational culture. The following descriptive categories were applied: 4.20-5.00 interpreted as “very high”, signifying that organizational culture is felt at all times; 3.40-4.19 described as “high”, meaning organizational culture is felt on most occasions; 2.60-3.39 was interpreted as “moderate”, suggesting that organizational culture is felt occasionally; 1.80-2.59 is interpreted as “low”, signifying that organizational culture is felt in rare occasions; 1.00-1.79 interpreted as “very low”, indicating that organizational culture is not felt at all.

To determine the level of organizational citizenship behavior. The following descriptive categories were also applied: 4.20-5.00 interpreted as “very high”, signifying that organizational citizenship behavior is felt at all times; 3.40-4.19 interpreted as “high”, meaning organizational citizenship behavior is felt on most occasions; 2.60-3.39 interpreted as “moderate”, suggesting that organizational citizenship behavior is felt occasionally; 1.80-2.59 interpreted as “low”, signifying that organizational citizenship behavior felt in rare occasions; 1.00-1.79 interpreted as “very low”, indicating that organizational citizenship behavior is not felt at all.

Design and Procedure. This study employs a non-experimental quantitative research design, which remains widely used in contemporary studies aimed at examining variables as they naturally occur without manipulation. Recent methodological literature defines non-experimental research as an approach that systematically describes phenomena and explores relationships among variables using statistical analysis rather than experimental control (McCombes, 2020; Apuke, 2021). In this design, independent variables are observed rather than manipulated, making it appropriate for research involving behavioral, organizational, and social constructs where experimental intervention may be impractical or unethical (Ranganathan et al., 2021). Descriptive correlational techniques, in particular, are employed to identify the strength, direction, and significance of relationships between variables while maintaining objectivity and minimizing researcher interference.

The present study examines the relationships between leadership skills, organizational citizenship behavior, and organizational culture, making the descriptive correlational method the most appropriate research design. Recent research supports the use of quantitative correlational designs when the objective is to measure variables numerically and determine statistically significant associations among them (Creswell & Creswell, 2023). Quantitative methods enable precise measurement, comparison, and generalization of findings across populations (Saunders et al., 2023). Additionally, the use of standardized, adopted questionnaires is strongly recommended in the current research literature, as they enhance reliability, validity, and consistency in data collection, particularly in organizational and behavioral studies (DeVellis & Thorpe, 2022).

The following statistical tools were applied in the analysis and interpretation. Cronbach’s alpha was used to determine the reliability and internal consistency of the questionnaires. The mean was used to

describe the levels of leadership skills, organizational culture, and organizational citizenship behavior among workers. Standard deviation was also used to provide additional information on the variability, or spread, of values around the mean.

To establish the significant connection between leadership skills and organizational culture and workers' organizational citizenship behavior, Pearson's correlation (r) was employed. Regression analysis was used to determine which leadership skills and organizational culture domains significantly predict organizational citizenship behavior.

In gathering the data, the following steps were undertaken. When the panel of experts approved the study, the researcher prepared the questionnaires and submitted them to the adviser for checking. After putting together all the suggestions from the adviser, the researcher distributed the questionnaires to the panel members for validation and to incorporate their suggestions for improving the instruments used. She then invited external validators, experts in the field, to review the questionnaires. Moreover, the researcher submitted her thesis proposal to the University of Mindanao Ethics Review Committee (UMERC) for checking to ensure that the research is in accordance with local and international ethical standards. When UMEREC approved her proposal, pilot testing was done to ensure the validity and reliability of the questionnaires.

The researcher sought permission from the Department of Agrarian Reform Regional Director and the six (6) Provincial Agrarian Reform Program Officers (PARPO II) in Region XI, namely: Davao City, Davao del Norte, Davao del Sur, Davao Occidental, and Davao Oriental, to allow her to conduct her research in their respective area of responsibility. Pilot testing was done in Davao de Oro.

3. RESULTS

This study examines the impact of leadership skills and organizational culture on organizational citizenship behavior among government employees in the Department of Agrarian Reform, Region XI, identifying key predictors and relationships.

Table 1 shows that Leadership Skills has a high overall mean score of 4.06 with a standard deviation of 0.477. Administrative Skill tops the list with a mean score of 4.16, followed by Interpersonal Skill with a standard deviation of 4.06, and Conceptual Skill with a standard deviation of 3.94. All indicators are rated as high.

Table 1. Level of Leadership Skills

Indicators	Mean	SD	Description
Administrative Skill	4.16	0.501	High
Interpersonal Skill	4.06	0.560	High
Conceptual Skill	3.94	0.894	High
Over-all	4.06	0.477	High

Leaders in the organization exhibit strong leadership skills, with an overall mean score of 4.06, indicating they often demonstrate effective leadership. Administrative skills (standard deviation of 4.16) and interpersonal skills (standard deviation of 4.06) are powerful in managing tasks and building strong relationships with team members. Further, it reveals that employees often feel effective in the detailed aspects of their work. They also often think they have the skills to respond to people's requests and concerns, and to obtain and allocate resources. This supports Northouse's (2021) notion that effective leadership relies on influencing people towards common goals through administrative and interpersonal competencies.

Although Conceptual Skill scored slightly lower with a standard deviation of 3.94, it still indicates a high level of proficiency. This suggests potential areas for improvement in strategic planning and complex problem-solving (Katz, 2016). Nonetheless, the leadership team demonstrates overall competence in driving performance and maintaining a productive environment, showcasing strengths in operational management and people skills, while still having a moderate strategic capacity.

Table 2 reveals a very high overall mean score of 4.31 with a standard deviation of 0.507 for organizational culture. Managing change tops the list, with a standard deviation of 4.41, followed by building a strong culture (4.36) and achieving goals (4.32). This suggests a strong, cohesive culture with shared values and practices that guide employee behavior, fostering a positive work environment where employees are engaged, motivated, and aligned with organizational goals.

Recent studies indicate that organizations with strong capabilities in managing change and building a strong culture are more adaptable and resilient in dynamic environments. Contemporary organizational research emphasizes that a culture supportive of change enables employees to respond effectively to internal and external challenges while maintaining alignment with organizational values and objectives (Ogbonna & Harris, 2020). Strong cultural foundations provide shared norms and behavioral guidance that influence employee performance and organizational stability (Hartnell et al., 2023). These characteristics are crucial in ensuring that individual behaviors remain aligned with strategic goals, thereby enhancing organizational effectiveness and long-term sustainability.

Table 2. Level of Organizational Culture

Indicators	Mean	SD	Description
Managing Change	4.41	0.566	Very High
Achieving Goals	4.32	0.543	Very High
Coordinating Teamwork	4.13	0.732	High
Building a Strong Culture	4.36	0.595	Very High
Over-all	4.31	0.507	Very High

Moreover, achieving goals and coordinating teamwork are widely recognized in recent literature as essential components of an effective organizational culture. Studies show that organizations with clear objectives and collaborative practices foster employee commitment, role clarity, and collective accountability (Lee et al., 2021). Although teamwork effectiveness may vary across contexts, positive perceptions of coordination and cooperation reflect an environment that supports shared responsibility and mutual support. Strong organizational cultures have been found to enhance motivation, engagement, and performance by integrating mission clarity with collaborative norms (Santos et al., 2022). A very high level of organizational culture, therefore, reflects a cohesive, well-integrated organization in which employees are aligned, motivated, and positioned for sustained success.

Table 3 shows a very high overall mean score of 4.41 with a standard deviation of 0.488 for Organizational Citizenship Behavior. Courtesy tops the list, with a standard deviation of 4.55, followed by civic culture (4.42) and sportsmanship (4.41). This suggests employees frequently go above and beyond their job responsibilities, fostering a positive work environment and contributing to the organization's success.

Recent empirical studies indicate that a very high level of Organizational Citizenship Behavior (OCB) reflects employees' strong willingness to engage in discretionary behaviors such as helping colleagues, showing respect, demonstrating commitment, and maintaining a positive work attitude. Contemporary research highlights that OCB enhances organizational effectiveness by improving cooperation, coordination, and overall workplace morale, even in the absence of formal incentives (Podsakoff et al., 2020). Employees who consistently display high levels of OCB contribute to smoother operations, stronger interpersonal relationships, and a supportive work environment, all of which are critical in achieving organizational goals. High OCB is also associated with increased engagement and voluntary

effort, reinforcing its importance as a key behavioral outcome in organizational studies (Qiu et al., 2021).

Table 3. Level of Organizational Citizenship Behavior

Indicators	Mean	SD	Description
Altruism	4.36	0.721	Very High
Civic Virtue	4.31	0.820	Very High
Conscientiousness	4.42	0.514	Very High
Courtesy	4.55	0.469	Very High
Sportsmanship	4.43	0.539	Very High
Overall	4.41	0.488	Very High

Furthermore, a high level of Organizational Citizenship Behavior is widely recognized as an indicator of a healthy organizational culture characterized by trust, psychological safety, and employee motivation. Recent literature suggests that when employees feel valued and supported by leadership, they are more likely to reciprocate with positive discretionary behaviors beyond formal job requirements (Cropanzano et al., 2023). Such environments promote collaboration, minimize interpersonal conflict, and enhance individual and collective performance. Studies also confirm that high OCB is linked to improved productivity, higher service quality, and lower turnover intentions, thereby strengthening organizational sustainability and long-term success (Kim et al., 2022).

Table 4 presents the test of the relationship between Leadership Skills and the dependent variable, organizational citizenship behavior. This shows a significant relationship between Leadership Skills and Organizational Citizenship Behavior. OCB has been strongly linked to improved team effectiveness, customer satisfaction, and overall organizational efficiency (Organ et al., 2006).

Based on the results, all three leadership skills showed positive and statistically significant correlations with Organizational Citizenship Behavior. Interpersonal Skill exhibits the strongest correlation with an r-value of 0.638, followed by Administrative Skill with an r-value of 0.506, and Conceptual Skill with an r-value of 0.424. The positive r-values imply that as these leadership skills improve, employees' Organizational Citizenship Behavior tends to increase. Given that all the p-values are below the standard alpha level of 0.05, the null hypothesis (H_0)—which posits that there is no significant relationship—is rejected for all variables.

Table 4. Significant Relationship Between Leadership Skills and Organizational Citizenship Behavior

Independent Variable	Dependent Variable	r-value	p-value	Decision
Administrative Skill	Organizational Citizenship Behavior	0.506	<.001	Ho is rejected
Interpersonal Skill		0.638	<.001	Ho is rejected
Conceptual Skill		0.424	<.001	Ho is rejected

These findings suggest that leadership competencies, particularly interpersonal skills, are vital for fostering voluntary and beneficial employee behaviors beyond formal job requirements (Organ, 2017). Recent leadership studies consistently identify interpersonal skills as a critical driver of Organizational Citizenship Behavior (OCB). Interpersonal skills—such as effective communication, trust-building, empathy, and conflict resolution—enable leaders to foster positive relationships that encourage employees to engage in discretionary and prosocial behaviors. Contemporary research demonstrates that leaders who exhibit strong relational competence create psychologically safe environments in which employees feel respected and valued, thereby increasing their willingness to go beyond formal job requirements (Lee & Kim, 2022). Moreover, relational leadership has been shown to enhance cooperation, commitment, and engagement, all of which are central components of OCB and overall organizational effectiveness (Qiu et al., 2021). These findings suggest that leadership development initiatives emphasizing interpersonal competence can significantly strengthen organizational culture and performance.

In addition to interpersonal skills, recent literature supports the importance of a holistic leadership development approach that integrates administrative and conceptual competencies. Administrative skills—such as planning, organizing, and resource management—provide structural clarity and operational stability that support employee initiative and discretionary effort (Yukl et al., 2020). Conceptual skills, including strategic thinking, systems perspective, and problem-solving, enable leaders to articulate a clear vision and align employee efforts with long-term organizational goals (Mumford et al., 2021). While

Interpersonal skills may exert the most substantial direct influence on OCB; administrative and conceptual skills play complementary roles by creating an enabling environment and sense of purpose

that motivate employees to contribute beyond their prescribed roles. Contemporary leadership frameworks emphasize that integrating relational, operational, and strategic skills is essential to sustaining high levels of employee engagement and citizenship behavior (Northouse, 2022).

Table 5 reveals a significant relationship between various dimensions of Organizational Culture and Organizational Citizenship Behavior. All indicators show positive correlation with OCB, with r-values ranging from 0.376 to 0.666, and all are statistically significant at $p < .001$. This leads to the rejection of the null hypothesis (H_0) in all instances, indicating that there is a significant relationship between these cultural factors and Organizational Citizenship Behavior in the organization.

Table 5. Significant Relationship Between Organizational Culture and Organizational Citizenship Behavior

Independent variable	Dependent Variable	r-value	p-value	Decision
Managing Change	Organizational Citizenship Behavior	0.609	<.001	Ho is rejected
Achieving Goals		0.58	<.001	Ho is rejected
Coordinating Teamwork		0.376	<.001	Ho is rejected
Building a Strong Culture		0.666	<.001	Ho is rejected

Building a strong culture demonstrates the strongest correlation, with an r-value of 0.666, followed by Managing Change with an r-value of 0.609. The variable Achieving Goals also shows a significant relationship, accounting for 0.580 of the variances.

Recent organizational studies emphasize that organizations fostering a cohesive, value-driven culture and demonstrating strong change management capabilities are more likely to encourage employees to engage in Organizational Citizenship Behavior (OCB). Contemporary research indicates that shared values, cultural alignment, and adaptability foster an environment in which employees feel motivated to contribute beyond their formal job roles (Ogbonna & Harris, 2020). Cultures that support learning, openness, and responsiveness to change promote employee trust and engagement, which are essential antecedents of discretionary behaviors such as OCB (Groysberg et al., 2022). These findings

underscore the role of organizational culture as a central mechanism through which organizations influence employee attitudes and behaviors.

Moreover, recent empirical evidence suggests that while teamwork remains a crucial organizational factor, broader cultural elements—such as clarity of values, consistency in practices, and readiness for change—exert a more substantial influence on organizational citizenship behavior. Studies demonstrate that employees are more likely to display proactive and cooperative behaviors when they perceive their organization as supportive, fair, and strategically aligned (Hartnell et al., 2023). Organizational culture has thus been identified as a powerful determinant of employee behavior, shaping not only performance outcomes but also long-term organizational sustainability (Santos et al., 2022). To enhance engagement and effectiveness, organizations are encouraged to prioritize cultural cohesion and change readiness alongside the development of individual competencies, thereby creating conditions that naturally foster OCB.

Table 6 presents the results of a regression analysis aimed at determining the extent to which the three leadership skills—Administrative Skill, Interpersonal Skill, and Conceptual Skill—predict Organizational Citizenship Behavior (OCB). The analysis uses both unstandardized and standardized coefficients to identify the strength and direction of each predictor's relationship with the dependent variable. According to the p-values, only Interpersonal Skill significantly predicts OCB ($p < .001$), whereas both Administrative Skill ($p = 0.245$) and Conceptual Skill ($p = 0.408$) do not. This suggests that relational competencies in leadership are more critical than technical or strategic abilities for fostering voluntary, citizenship-like behaviors among employees.

Table 6. Regression Analysis on the Domains of Leadership Skills that Significantly Predict Organizational Citizenship Behavior

Independent Variable	Unstandardized	Standard Error	Standardized	T	p	Decision
Constant	2.136	0.178				
Administrative Skill	0.071	0.061	0.078	1.166	0.245	Ho is accepted
Interpersonal Skill	0.450	0.055	0.553	8.182	<.001	Ho is accepted
Conceptual Skill	0.024	0.030	0.048	0.828	0.408	Ho is accepted

Dependent variable: Organizational Citizenship Behavior

$$R = 0.643$$

$$R\text{value} = 0.413$$

$$F\text{value} = 69.418$$

$$P\text{value} = <.001$$

Additionally, the standardized coefficient ($\beta = 0.553$) for Interpersonal Skill indicated a strong positive influence on OCB, confirming the central role of relational leadership practices in enhancing prosocial organizational behaviors.

Recent leadership research highlights the growing importance of interpersonal skills in predicting Organizational Citizenship Behavior (OCB), particularly in non-hierarchical and people-centered organizational settings. Contemporary studies define interpersonal leadership skills as the ability to communicate effectively, demonstrate empathy, build trust, and manage relationships constructively. Empirical evidence indicates that these relational competencies are significantly associated with employees' willingness to engage in discretionary and prosocial behaviors that go beyond formal job requirements (Lee & Kim, 2022). Quantitative analyses in recent literature consistently show that leaders who excel in interpersonal interaction foster stronger psychological safety and mutual respect, which are key antecedents of OCB (Qiu et al., 2021). These findings support the view that relational leadership plays a more direct role in encouraging citizenship behaviors than purely task-oriented leadership competencies.

Moreover, recent studies suggest that while administrative and conceptual skills remain essential for organizational functioning, their influence on OCB is often indirect. Administrative skills, such as planning and resource management, primarily support task efficiency and role clarity, whereas conceptual skills contribute to strategic alignment and long-term vision (Yukl et al., 2020). However, current research indicates that these competencies alone may not sufficiently motivate employees to engage in voluntary behaviors unless accompanied by strong interpersonal leadership (Mumford et al., 2021). The limited predictive power of administrative and conceptual skills on OCB reinforces contemporary leadership frameworks that emphasize emotional intelligence, relational competence, and social exchange as foundational mechanisms through which leaders inspire engagement and cooperative behavior (Northouse, 2022). Thus, modern leadership scholarship underscores the central role of interpersonal skill in cultivating an organizational climate conducive to high levels of OCB.

The lack of significant impact from Administrative and Conceptual Skills could suggest that while these competencies may contribute to task and strategic outcomes, they may not directly foster the voluntary behaviors characterized as OCB. The overall model is statistically significant, as indicated by an F-value of 69.418 and a p-value of $< .001$. The R-value of 0.643 indicates a moderately strong correlation between the leadership skill domains and OCB. In contrast, the R^2 of 0.413 indicates that these leadership skills explain 41.3% of the variance in OCB.

Organizations aiming to enhance OCB may benefit from investing in interpersonal skills development for leaders rather than focusing solely on administrative or conceptual training.

Table 7 presents the results of a multiple regression analysis examining how different domains of organizational culture predict Organizational Citizenship Behavior (OCB). The independent variables include Managing Change, Achieving Goals, Coordinating Teamwork, and Building a Strong Culture. Among these, only Managing Change ($p = 0.006$) and Building a Strong Culture ($p < 0.001$) were statistically significant predictors of OCB. This suggests that leadership efforts focused on adaptability and on cultivating a strong, shared cultural foundation significantly contribute to the emergence of discretionary behaviors that benefit the organization. In contrast, Achieving Goals ($p = 0.103$) and Coordinating Teamwork ($p = 0.060$) do not significantly predict OCB, indicating that more outcome- or coordination-focused aspects of culture may not, alone, be sufficient to encourage citizenship behavior.

Table 7. Regression Analysis on the Domains of Organizational Culture that Significantly Predict Organizational Citizenship Behavior

Independent Variable	Unstandardized	Standard Error	Standardized	t	p	Decision
constant	2.136	0.178				
Managing Change	0.174	0.062	0.217	2.788	0.006	Ho is rejected
Achieving Goals	0.108	0.066	0.128	1.638	0.103	Ho is accepted
Coordinating Teamwork	-0.065	0.035	-0.105	-1.886	0.060	Ho is accepted
Building a Strong Culture	0.364	0.050	0.475	7.203	$<.001$	Ho is rejected

Dependent variable: Organizational Citizenship Behavior

R = 0.695

Rvalue = 0.483

Fvalue = 68.945

Pvalue = <.001

The regression model overall is statistically significant, with an R-value of 0.695, indicating a strong positive correlation between the independent variables and OCB. The R-squared value of 0.483 indicates that approximately 48.3% of the variance in OCB can be explained by the evaluated Organizational Culture. The F-value of 68.945 and a p-value of <0.001 further confirm the model's overall significance. Recent organizational studies confirm that leadership and organizational culture together account for a substantial proportion of variance in Organizational Citizenship Behavior (OCB). Empirical research over the last decade demonstrates that strong correlations between leadership-related predictors and OCB reflect the crucial role leaders play in shaping workplace behaviors through cultural mechanisms rather than through formal controls alone (Podsakoff et al., 2020). High explanatory power in regression models examining OCB suggests that organizational culture serves as a central pathway through which leadership influences employees' discretionary behaviors, including cooperation, initiative, and voluntary contribution. Contemporary scholarship emphasizes that leadership effectiveness is increasingly measured by its capacity to cultivate environments that encourage engagement and citizenship behavior (Hartnell et al., 2023).

Moreover, recent quantitative studies show that leadership variables collectively exert a statistically significant influence on OCB when examined through multivariate models. Leadership behaviors that emphasize meaning, support, and alignment significantly predict citizenship behaviors across sectors (Lee et al., 2021). Modern leadership frameworks emphasize that leadership's impact extends beyond direct supervision to shape shared norms and expectations that guide employee behavior (Northouse, 2022). These findings suggest that leadership skills, when considered holistically, provide a strong foundation for explaining variations in OCB and reinforce the relevance of leadership-based models in organizational research.

Among the key dimensions of organizational culture examined in recent literature, managing change and building a strong culture consistently emerge as the most influential predictors of OCB. Studies indicate that leaders who successfully manage change foster adaptability, psychological safety, and confidence among employees, which encourages them to engage in discretionary behaviors during periods of uncertainty (Ogbonna & Harris, 2020). Likewise, building a strong culture—characterized

by shared values, trust, and consistency—is a dominant predictor of prosocial workplace behavior, as employees are more likely to reciprocate perceived organizational support through OCB (Hartnell et al., 2023). These findings reinforce the view that cultural strength and change readiness are central drivers of voluntary employee contributions.

Conversely, recent research suggests that achieving goals and coordinating teamwork, while essential for task accomplishment and operational efficiency, may not directly predict Organizational Citizenship Behavior. Scholars argue that task-focused leadership behaviors primarily influence performance outcomes rather than discretionary behaviors, which are more strongly shaped by employees' perceptions of fairness, value alignment, and organizational identity (Santos et al., 2022). These findings reinforce contemporary leadership theory, which positions leaders as cultural stewards who cultivate organizational meaning, values, and commitment rather than focusing solely on task direction (Groysberg et al., 2022). Overall, modern literature underscores that leadership behaviors that build culture and manage change are more impactful in eliciting OCB than purely operational leadership functions.

4. CONCLUSION AND RECOMMENDATIONS

This study concludes that the employees of the Department of Agrarian Reform (DAR) in Region XI exhibit a high level of leadership skills, alongside a very high level of organizational culture and organizational citizenship behavior (OCB). Ultimately, these findings demonstrate that employees exhibit strong leadership competencies, function within a supportive organizational culture, and consistently engage in the prosocial, discretionary behaviors that drive organizational effectiveness. Furthermore, the results demonstrate important correlations between organizational citizenship behavior and both leadership skills and organizational culture. These findings confirm that leadership competencies and cultural factors act as critical determinants of employees' willingness to exceed their formal job responsibilities. These empirical results demonstrate that both leadership competencies and cultural factors serve as pivotal catalysts in fostering employees' motivation to engage in extra-role behaviors that transcend their formal job descriptions.

Interpersonal and conceptual skills emerged as important predictors of organizational citizenship behavior. These findings underscore that competencies such as communication, relationship-building, problem-solving, and strategic thinking are essential for fostering voluntary and prosocial workplace behaviors. Conversely, administrative skills were found not to significantly predict OCB, implying that routine managerial and procedural competencies alone may not sufficiently motivate employees to engage in discretionary efforts. In terms of organizational culture, managing change and building a strong culture were identified as significant predictors of OCB, underscoring the value of adaptability, shared values, and cultural clarity in fostering positive employee behavior. Although achieving goals and coordinating teamwork were not significant predictors in this model, their presence at high levels suggests that they may still support OCB indirectly by reinforcing alignment and collaboration within the organization.

The level of Leadership Skills is high, while the levels of Organizational Culture and Organizational Citizenship Behavior (OCB) are very high, indicating a positive environment. There are significant relationships between Leadership Skills and OCB, as well as between Organizational Culture and OCB.

Breaking down the specifics, Leadership Skills' interpersonal and conceptual aspects significantly predict OCB, but administrative skills do not. For Organizational Culture, Managing Change and Building a Strong Culture are key predictors of OCB, whereas achieving goals and coordinating teamwork are not significant predictors.

Recommendations

Based on the findings, the researcher recommends that the Department of Agrarian Reform in Region XI enhance employee leadership skills to reach a 'very high' level. Top management should prioritize and fund leadership development programs, specifically targeting the interpersonal and conceptual competencies that serve as critical predictors of organizational citizenship behavior. These initiatives should encompass leadership enhancement training, mentoring and coaching programs, communication workshops, and strategic thinking seminars. These activities are designed to equip employees with the essential competencies required to inspire collaboration and foster the voluntary, prosocial contributions that define organizational citizenship behavior.

Given the very high levels of organizational culture and organizational citizenship behavior, the researcher recommends that the organization implement strategies to sustain and further strengthen these favorable conditions. The organization should conduct regular assessments to identify emerging areas for improvement and monitor cultural and behavioral trends. Management should actively engage employees in decision-making by soliciting their input and feedback, as this collaborative approach fosters a stronger sense of organizational ownership and commitment. Furthermore, the researcher recommends that the organization develop a structured, performance-based recognition and award system to formally acknowledge and appreciate employees' exemplary performance and citizenship behaviors. Furthermore, implementing professional development and career advancement programs will significantly bolster employee motivation, engagement, and retention.

Finally, organizations are encouraged to prioritize initiatives that promote a unified, value-driven culture and enhance their capacity for managing change through clear communication, leadership support, and continuous training. Although achieving goals and coordinating teamwork were not important predictors of organizational citizenship behavior in this study, the organization should not disregard these dimensions, as they may still exert an indirect influence on employee behavior and overall organizational effectiveness. By focusing on cultural cohesion, adaptability, and leadership development, the organization can further strengthen employee engagement, proactive behavior, and long-term organizational success.

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