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ORGANIZATIONAL CITIZENSHIP BEHAVIOR AND PERCEIVED HUMAN RESOURCES PRACTICES AS PREDICTORS OF EMPLOYEE PERFORMANCE

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ABSTRACT

This study aimed to determine if organizational citizenship behavior and perceived human resource practices were predictors of employee performance. The study's respondents were 224 employees from the National Irrigation Administration XI. The study employed a quantitative non-experimental research design utilizing the correlational technique with regression analysis. The statistical tools used were Mean, Pearson's r, and regression analysis. Results revealed that the level of organizational citizenship behavior was very high, the level of perceived human resources practices was high, and the level of employee performance was very high. The findings showed a significant relationship between organizational citizenship behavior and perceived human resources practices to employee performance. Specifically, all domains of Organizational Citizenship Behavior - Altruism, Civic Virtue, and Conscientiousness - significantly predict employee performance. At the same time, screening and selection were the only domains of perceived human resources practices that significantly predicted employee performance. Overall, the two independent variables were predictors of employee performance.

KEYWORDS: Organization Citizenship Behavior, Perceived Human Resources Practices, Employee Performance, Public Sector

INTRODUCTION

Organizational citizenship behavior (OCB) is crucial in enhancing employee performance. In the context of public employees, OCB has been shown to positively contribute to sustaining employee performance (Mohammad Eqbal Rizaie et al., 2023). Organizational citizenship behavior and perceived human resources practices have been found to shape employees, especially in their service innovation performance, with thriving at work and change-oriented OCB serving as mechanisms (Wu et al., 2023).

Moreover, OCB is interrelated with employee performance and job satisfaction, with job satisfaction affecting employee performance. This is because job satisfaction can be affected by rewards such as salary, which can be provided to employees as a form of job satisfaction. In the study, Lestari and Ghaby (2018) assert that Organizational Citizenship Behavior (OCB) significantly enhances job satisfaction. Titisari (2014) defines Organizational Citizenship Behavior (OCB) as individual contributions beyond one's designated role in the workplace. Employees exhibiting good OCB demonstrate a strong commitment to their company. Through collaborative work efforts, OCB activities increase job satisfaction and enhance knowledge and skills.

Human Resources practices have consistently been pivotal in addressing diverse organizational challenges, especially in government offices, requiring contributions from the organization in various ways (Putra Fajar & Drahen, 2017). Implementing Human Resources Practices involves grappling with the challenge of comprehending employees' skills, knowledge, and motivation. This challenge often necessitates managerial evaluations to identify the most significant factors influencing employee behavior (Esser, 2020).

Likewise, this implies a need to improve monitoring and assessment strategies. Given the significance of HRM in the public sector, this evaluation strategies must be implemented to improve the public sector continually. This was experienced by the employees of the National Irrigation Administration, who usually face predicaments regarding project implementation, including timeliness and productivity. From planning, construction, operation, and maintenance of projects to coordination with other government agencies, local officials, and private institutions, these are just some of the terms of reference expected to be performed by the employees of NIA. Thus, whether they are doing their official jobs is an ongoing issue, since the reasons behind their job performance are always a question.

The transition and growth of research work ethics create discussions and arguments around the necessity for enhanced collaboration across research disciplines to grasp the genuine aim in a social context. Bridging the gap between Organizational Citizenship Behavior, Perceived Human Resources Practices, and Employee Performance in the government sector will be essential.

This study is anchored to the theory of Social Exchange, which posits that individuals engage in relationships with organizations based on the exchange of resources. In the context, employees perceive the organization's human resource practices as resources provided by the organization. These practices include training and development opportunities, performance feedback, rewards and recognition, and the overall quality of the work environment. Social Exchange Theory suggests that employees engage in such behavior because they perceive a social exchange relationship with the organization. They provide extra effort and contribute beyond their formal job requirements in exchange for the perceived benefits they receive from the organization, such as job security, opportunities for advancement, or a supportive work environment (Homans, 1958). Moreover, this

study is also supported by a Resource-Based View of Hooley et al. (1998), which concluded the strategic importance of human resources as a source of competitive advantage. Effective HR practices can enhance the capabilities and motivation of employees, leading to improved performance outcomes. OCBs may be seen as a manifestation of the organization's human capital resources, contributing to superior performance. Lastly, the Trait Activation Theory supported this study because, according to this theory, situational cues can activate certain traits in individuals, influencing their behavior. It can be concluded that perceived favorable HR practices may activate positive traits such as organizational citizenship tendencies in employees, leading to the display of OCBs and, subsequently, improved performance (Tett et al., 2021).

As a result of the above discussion, this would make the employees perform the extra role and adopt behaviors, including the acts of OCB (Strobe et al., 2013). Most researchers have proven the positive effect of OCB on job performance; however, most of them focus on an observational study. Thus, as a researcher, I wanted to identify the relationship between OCB and the five dimensions, which include altruism, conscientiousness, courtesy, sportsmanship, and civic virtue, as formulated by Podsakoff et al. (2009), who stressed that OCB could help the organization to improve integral efficiency, which includes job performance.

Furthermore, HRM practices are defined as an individual's perceptions of the extent of the implementation of the strategies, plans, and programs used to attract, motivate, develop, reward, and retain the best people to meet the organizational goals of an organization, based on Schuler & Jackson (1987). The HRM practices' dimensions proposed for this study are training, developmental opportunities, pay for performance, performance management, internal promotional opportunities, participation in activities, and work autonomy. Employees are an important asset of the firm, and how they are managed is critical to its success (Lado & Wilson, 1994). Hence, considering the importance of understanding the mechanisms contributing to people's performance, the researcher hopes to shed some light on this area by revealing the relationship between human resource practices and employee job performance. The notion of organizational support is accepted in enhancing organizational effectiveness. There is a link between perceived organizational support and important antecedents and outcomes (Anyari et al., 2015). Few studies have examined the relationship between perceived organizational support practices and perceived organizational support, related to the electronics manufacturing industry.

Job Performance is the degree to which an individual helps the organization reach its goal (Motowildo, Borman, & Schmit, 1997). A fair amount of the employees' behavior displayed at work is not necessarily related to job-specific aspects (Berghe, 2011). Job performance refers to how well one performs at the workplace. Job performance is appreciable because it has many dimensions and is continuously related to the organization's behavior structure (Babin & Boles, 1996). Supportive human resource practices are instrumental in establishing employees' job performance (Guest, 2002;

Harley, 2002; Park, Mitsuhashi, Fey, & Björkman, 2003). Researchers establish links between supportive human resource practices and firm performance (Huselid, 1995).

The study aimed to determine whether organizational citizenship behavior and human resource practices influence employee performance. Practically, with the study's findings, the National Irrigation Administration may develop better working climates, human resource practices, and organizational support that can stimulate and enhance the tasks and contextual performance of the employees. This, in turn, will ultimately increase the organization's productivity and the growth of National Irrigation Administration offices in Region XI.

On the other hand, this study aims to describe the level of employees' Organizational Citizenship Behavior in terms of altruism, civic virtue, and conscientiousness, the level of employees perceived human resources practices in terms of job organization, recruitment, screening, selection, performance evaluation, and promotion, and the level of an employee's performance in terms of task performance, contextual performance, and counterproductive behaviors. Moreover, this study determines if there is a significant relationship between the employees' organizational citizenship behavior and their job performance in NIA, a significant relationship between the employees' perceived human resources practices and their job performance in NIA, and to ascertain which domains of organizational citizenship behavior and perceived human resources practices significantly predict employee performance.

2. METHOD

Research Respondents. The respondents of this study were the employees from the National Irrigation Administration (NIA) Regional Office XI and four provincial offices. Moreover, the Provincial offices were Davao Oriental Irrigation Management Office (IMO), Davao del Norte (IMO), Davao Del Sur (IMO), and Davao de Oro (IMO).

This study used quota sampling with 224 respondents, a method employed when studying an entire population was impractical. Sample sizes of 200 to 300 respondents provided an acceptable margin of error and fell before the point of diminishing returns (Minsel, 2022).

The inclusion criteria for this study required respondents to be employees of the National Irrigation Administration XI, from the Regional Office and four provincial offices, with at least one year of experience in the office. Moreover, the exclusion criteria of this study included government employees who were not employed by the National Irrigation Administration (NIA) Regional Office XI and its four provincial offices, as well as those with less than one year of experience in the office. The withdrawal criteria encompassed respondents who experienced emergencies or could not attend the interview due to unforeseen circumstances and those unwilling to participate.

Materials and Instruments. Primary data were used to gather information about the study, which consisted of three parts: organizational citizenship behavior, perceived human resources practices, and employee performance. The researcher adopted downloadable questionnaires from web sources and modified them to include only the items relevant to the study.

To measure the first independent variable, organizational citizenship behavior, the researcher adapted and modified the instrument from the study *An Evaluation of Organizational Citizenship Behavior: Psychometric Characteristics of the Italian Version of Podsakoff et al.'s Scale* by MacKenzie et al. (1991). All items used a five-point Likert scale with response categories ranging from very low (1) to very high (5).

On the other hand, to measure the second independent variable, perceived human resources practices, the researcher adapted and modified items from the study *Human Resource Management Practices and Employees' Satisfaction in the Provincial Government of North Cotabato* by Cabañog, A. (2006). All items used a five-point Likert scale with response categories ranging from very low (1) to very high (5).

Finally, to measure the dependent variable of employee performance, the researcher adapted and modified the *Assessing Job Performance Using Brief Self-Report Scales: The Case of the Individual Work Performance Questionnaire* by Ramos-Villagrasa et al. (2019). All items used a five-point Likert scale with response categories ranging from very low (1) to very high (5). The research questionnaires underwent pilot testing for the reliability test. Also, the instruments to measure the different variables were subjected to internal and external validation to establish the validity of the questionnaires.

Design and Procedure. This study employed a descriptive-predictive research design to evaluate the working performance of government employees. It investigated Organizational Citizenship Behavior, Perceived Human Resources Practices, and Employee Performance within the National Irrigation Administration XI. Stangor (2014) highlighted the flexibility of descriptive research designs in exploring variables, which the researcher utilized to examine the predictors of work performance of the government employee. Additionally, the study adopted a predictive research design to forecast relationships between variables, aiming to identify positive, negative, or neutral correlations. Specifically, the researchers analyzed the connections between Organizational Citizenship Behavior and Perceived Human Resources Practices as determinants of Employee Performance.

The statistical tools used to analyze the gathered data were (1) Mean. This was used to determine organizational citizenship behavior, perceived human resources practices, and employee performance. (2) Pearson r . This was used to determine the significant relationship between organizational citizenship behavior, perceived human resources practices, and employee

performance. (3) Multiple Linear Regression Analysis. This was used to determine the influence level of Organizational Citizenship Behavior and Perceived Human Resources Practices towards Employee Performance. It is possible that, within the duration of this study, ethical issues and concerns may be encountered. To ensure that ethical standards are thoroughly observed in this research, minimum standards, criteria, and protocol were highly regarded.

3. RESULTS

All inferential results were analyzed and interpreted at a 0.05 level of significance. Chronologically, tables and their interpretation were arranged under the following subheadings: Level of Organizational Citizenship Behavior, Level of Perceived Human Resources Practices, Level of Employee Performance, Significance on the Relationship between Organizational Citizenship Behavior and Perceived Human Resources Practices to Employee Performance, Significance on the Relationship between Organizational Citizenship Behavior and Employee Performance, Significance on the Relationship between Perceived Human Resources Practices and Employee Performance, Regression Analysis on Organizational Citizenship Behavior and Perceived Human Resources Practices as Predictors to Employee Performance, Regression Analysis on Organizational Citizenship Behavior as Predictor to Employee Performance, Regression Analysis on Perceived Human Resources Practices as Predictor to Employee Performance. Data was presented in both tabular and textual form.

Table 1 presents the results on the level of organizational citizenship behavior among the respondents. The overall mean score is 4.283, under the Very High descriptive equivalent, with a standard deviation of 0.455. This describes that the NIA employees always observe voluntary, non-rewarded actions beyond formal job duties to benefit the organization. Moreover, among the indicators, conscientiousness recorded the highest mean of 4.348, which was categorized as very high, with a standard deviation of 0.482. Followed by the domain of Altruism with a mean of 4.279, also classified as very high, with a standard deviation of 0.537. Civic virtue has the lowest mean among the indicators, at 4.223, but remains in the very high category with a standard deviation of 0.608.

Table 1. Level of Organizational Citizenship Behavior

Indicators	Mean	SD	Descriptive Equivalent
Altruism	4.279	0.537	Very High
Civic Virtue	4.223	0.608	Very High
Conscientiousness	4.348	0.482	Very High
Overall	4.283	0.455	Very High

Employees at the NIA offices demonstrate an extended commitment to organizational achievements through self-motivated actions that surpass their scheduled work responsibilities. The employee's engagement is dedicated to offering additional help without asking for specific benefits because it supports a constructive and collaborative workplace. Based on the study by Novitasari (2020), most organizations look for individuals willing to perform duties beyond their job role. This employee behavior shows a voluntary, sincere, and cheerful attitude toward the organization without having command and control, which is described as an Organizational Citizenship Behavior. High OCB employees are committed employees who care about the organization's fate and strive to steer the organization toward a better future. Mostly, these employees with high OCB are the ones who maintain the good name of the organization and institution, and these employees are the ones who are proud (Sandakilla & Satrya, 2020).

Additionally, Nurjanah et al. (2020) mentioned in their study that OCB is a choice of employee behavior that does not become a formal obligation but supports an efficient role in the organization. This is called extra-role behavior, including avoiding conflict with others, being helpful, hardworking, cooperative with activities, and doing tasks that exceed normal responsibility. According to De Geus et al. (2020), the public sector frequently exhibits a service-oriented Organizational Citizenship Behavior (OCB), where service quality is crucial to an organization's success. This is particularly evident in street-level organizations in sectors such as health, education, and law enforcement, where public employees are responsible for carrying out their duties while ensuring fair and lawful treatment of citizens without expecting financial gain or personal benefit.

Table 2 presents the perceived human resources practices among employees of the National Irrigation Administration (NIA) Region XI. The overall mean is 3.975, with a standard deviation of 0.619, which is described as high. This indicates that the perceived human resources practices within the NIA offices are most observed. Moreover, the first indicator with the highest domain is screening, with a mean score of 4.153 and a standard deviation of 0.74. The second indicator with the highest mean is selection, with a mean of 4.094 and a standard deviation of 0.657. The third domain with the highest mean of 4.083 and a standard deviation of 0.712 is recruitment. The fourth domain is Performance Evaluation, with a mean score of 3.921 and a standard deviation of 0.801. The fifth domain was Job Organization, with a mean score of 3.825 and a standard deviation of 0.703. The lowest mean of 3.772 with a standard deviation of 0.799 is Promotion. Notably, all of the indicators were described as high.

Table 2. Level of Perceived Human Resources Practice

Indicators	Mean	SD	Descriptive Equivalent
Job Organization	3.825	0.703	High
Recruitment	4.083	0.712	High
Screening	4.153	0.74	High
Selection	4.094	0.657	High
Performance Evaluation	3.921	0.801	High
Promotion	3.772	0.799	High
Overall	3.975	0.619	High

NIA employees' confidence in the fairness and efficiency of HR processes can enhance job satisfaction, motivation, and overall organizational performance. Ensuring continuous improvements in these practices, particularly in promotion, which had the lowest mean, may further strengthen employee engagement and career growth opportunities within NIA. Moreover, according to Cho (2024), increased confidence in organizations is due to HRM strategies, such as setting clear objectives and guaranteeing equity. Based on the preposition of Wang et al. (2019) since perception is a critical antecedent of later attitudes and behaviors, HR strategies must first exist in employees' thoughts if they are to have an impact on employee outcomes. Every HR procedure, or group of procedures (HR bundles), is thought to convey a different message to workers.

In situations where ongoing innovation is necessary to achieve organizational sustainability, the conventional framework of HRM practices should foster a flexible and creative perspective to preserve the noteworthy impacts of distinctive organizational strategies that set loyal employees apart (Kutieshat & Farmanesh, 2022). Nedumaran and Rani (2021) mentioned that an enhanced HR strategy can accurately and effectively reshape the work, communication, and facilitation of employee behavior. The results show that NIA's properly structured HR system enables recruitment and selection based on performance, so the organization maintains teams of qualified individuals who reflect its objectives. The standard ratings across all indicator measurements imply that human resource practices follow regulated implementation procedures, which create an environment allowing staff to feel appreciated with ongoing backing. Promotion scored the lowest among all indicators, though every indicator received a high rating. According to these low ratings, employees

encounter difficulties in career advancement opportunities. Organizational restrictions, unclear promotion paths, and limited open positions may be significant factors for these challenges.

Table 3 shows the Employee performance rating with an overall mean score of 4.221 and a standard deviation of 0.494, which is described as very high. This result indicates that employees generally demonstrate a high level of performance in their assigned roles. Additionally, Task Performance had the highest mean score of 4.346 and a standard deviation of 0.541, and the second indicator was Contextual Performance with a mean of 4.295 and a standard deviation of 0.551. Both of the indicators were described as very high. On the other hand, counterproductive behavior had the lowest mean rating of 4.021 and a standard deviation of 0.636, which was described as high.

Table 3. Level of Employee Performance

Indicators	Mean	SD	Descriptive Equivalent
Task Performance	4.346	0.541	Very High
Contextual Performance	4.295	0.551	Very High
Counterproductive Behavior	4.021	0.636	High
Overall	4.221	0.494	Very High

NIA employees reinforce the importance of continuous support, training, and development initiatives to sustain and improve employee performance. By maintaining strong HR practices and providing opportunities for professional growth, the organization can ensure that employees remain engaged, efficient, and aligned with institutional objectives. Based on the study of Kuswati (2020), government employee performance includes effectiveness, efficiency, quality, timeliness, productivity, and safety.

On the other hand, while NIA employees perform well in their core tasks and exhibit positive workplace behaviors, there may be areas for improvement in optimizing efficiency, time management, or output consistency. Addressing potential challenges related to workload distribution, resource availability, or employee well-being could further enhance overall performance. Tamunomiebi and Oyibo (2020) argue that employers must support policies and procedures that improve work-life balance in their organizations because workers who balance their jobs and non-work responsibilities are likelier to perform well.

Presented in Table 4 is the summary of the significance test on the relationship between Organizational Citizenship Behavior and Perceived Human Resources Practices to Employee Performance. Part of the objective of this study is to determine if employee performance is related to organizational citizenship behavior and Perceived Human Resources Practices. Moreover, Pearson's r was used to investigate the relationship between Employee Performance and the two independent variables.

Table 4. Significance of the Relationship between Organizational Citizenship Behavior and Perceived Human Resources Practices to Employee Performance

Independent Variables	Dependent Variable	r-value	r-squared	p-value	Decision
Organizational Citizenship Behavior	Employee Performance	0.699*	0.488601	< .001	Reject Ho
Perceived Human Resources Practices		0.514*	0.2649196	< .001	Reject Ho

The results found that Organizational Citizenship Behavior (OCB) and Employee Performance have a significant positive correlation, as indicated by an r -value of 0.699 with an r -squared value of 0.488601 and a probability value (p) of < .001. This suggests a strong correlation between the two variables.

On the other hand, the correlation between Perceived Human Resources Practices and Employee Performance resulted in an r -value of 0.514, an r -squared value of 0.264196, and a probability value (p) of < .001. This indicates a moderate positive relationship. Furthermore, as the results indicate, the hypothesis that there is no significant relationship between employee performance and organizational citizenship behavior and perceived human resources practices is also rejected.

The strong correlation between OCB and employee performance supported Organ's (1988) assertion that discretionary behaviors, such as helping others and showing commitment, foster a cooperative and effective work environment. Likewise, the moderate positive relationship between Human Resources Practices and performance reflected Guest's (1997) view that well-designed and consistently implemented HR strategies enhance employee motivation and job effectiveness. These results suggest that in public service institutions like NIA, promoting citizenship behaviors and maintaining supportive human resource systems are essential for employee performance.

Presented in Table 4.1 is the test of significance on the relationship between the domains of Organizational Citizenship Behavior and Employee Performance. This analysis aimed to determine

whether specific aspects of Organizational Citizenship Behavior are significantly related to employee performance.

Table 4.1 Significance of the Relationship between Organizational Citizenship Behavior and Employee Performance

Indicators	Dependent Variable	r-value	r-squared	p-value	Decision
Altruism	Employee Performance	0.551*	0.303601	< .001	Reject Ho
Civic Virtue		0.557*	0.310249	< .001	Reject Ho
Conscientiousness		0.661*	0.436921	< .001	Reject Ho

The correlation between Altruism and Employee Performance resulted in an r-value of 0.551, an r-squared value of 0.303601, and a probability value (p) of < .001, indicating a moderate positive relationship. Similarly, Civic virtue showed a moderate positive relationship with employee performance, with an R-value of 0.557, an R-squared value of 0.310249, and a probability value (p) of < .001. On the other hand, Conscientiousness showed a strong positive relationship, with an r-value of 0.661, an r-squared value of 0.436921, and a probability value (p) of < .001. Furthermore, as the results indicate, the hypothesis that there is no significant relationship between employee performance and organizational citizenship behavior is also rejected.

These findings support the idea that when employees go beyond their formal job responsibilities, such as helping colleagues, participating in organizational matters, and maintaining discipline, they contribute meaningfully to organizational success. Organ (1988) explains that these discretionary behaviors, though not formally rewarded, enhance overall efficiency and cooperation in the workplace. In addition, Podsakoff et al. (2000) emphasize that specific organizational citizenship behavior dimensions are key predictors of individual and group performance. These results suggest that promoting these positive behaviors within NIA may strengthen employee commitment and performance, which are vital in ensuring the timely delivery of public service and infrastructure support.

Presented in Table 4.2 is the test of significance on the relationship between the domains of Perceived Human Resources Practices and Employee Performance. This analysis aimed to determine whether specific aspects of Perceived Human Resources Practices are significantly related to employee performance.

Table 4.2 Significance of the Relationship between Perceived Human Resources Practices and Employee Performance

Indicators	Dependent Variable	r-value	r-squared	p-value	Decision
Job Organization	Employee Performance	0.414*	0.171396	< .001	Reject Ho
Recruitment		0.432*	0.186624	< .001	Reject Ho
Screening		0.517*	0.267289	< .001	Reject Ho
Selection		0.504*	0.254016	< .001	Reject Ho
Performance Evaluation		0.35*	0.1225	< .001	Reject Ho
Promotion		0.397*	0.157609	< .001	Reject Ho

The result indicates that each domain of Perceived Human Resources Practices has a significant positive relationship with Employee Performance. The correlation between job organization and employee performance resulted in an r-value of 0.414, an r-squared value of 0.171396, and a probability value (p) of < .001, indicating a moderate positive relationship. Similarly, Recruitment showed a moderate positive relationship, with an r-value of 0.432, an r-squared value of 0.186624, and a probability value (p) of < .001. The screening domain had the strongest correlation among the human resource practice indicators, with an r-value of 0.517, an r-squared value of 0.267289, and a probability value (p) of < .001, indicating a moderate positive relationship. Meanwhile, Selection also demonstrated a moderate positive relationship, with an r-value of 0.504, an r-squared value of 0.254016, and a probability value (p) of < .001. In contrast, Performance Evaluation had the weakest correlation, with an r-value of 0.35, an r-squared value of 0.1225, and a probability value (p) of < .001, but still indicated a moderate positive relationship. Lastly, promotion showed a moderate positive relationship, with an r-value of 0.397, an r-squared value of 0.157609, and a probability value (p) of < .001. Furthermore, as the results indicate, the hypothesis that there is no significant relationship between employee performance and perceived human resources practices is also rejected.

These results affirm that effective human resource practices are essential in enhancing employee performance. Particularly in a government agency such as the National Irrigation Administration, ensuring robust practices in screening, selection, and job organization may lead to higher levels of employee productivity and service delivery. Human resource systems that are structured and

performance-focused provide employees with clarity, recognition, and career progression, all of which are critical to organizational success.

Scholarly evidence supports this inference. According to Huselid (1995), firms with well-integrated HR practices demonstrate better operational performance through employee efficiency and reduced turnover. Likewise, Katou and Budhwar (2006) emphasize that HR practices positively affect employee outcomes and, in turn, organizational performance, especially when aligned with strategic goals.

Presented in Table 5 is the regression analysis on Organizational Citizenship Behavior and Perceived Human Resources Practices as predictors of Employee Performance. The results indicate that the combined influence of the two independent variables significantly predicts employee performance, as indicated by the F-value of 120.313 and p-value of less than 0.001. The R-value of 0.722 suggests a strong positive influence between the predictors and employee performance. At the same time, the R^2 value of 0.521 implies that Organizational Citizenship Behavior and Perceived Human Resources Practices can explain 52.1% of the variance in employee performance. The remaining percentage is attributable to other factors not considered in the study.

Table 5. Regression Analysis on Organizational Citizenship Behavior and Perceived Human Resources Practices as Predictors of Employee Performance

Independent Variables	Unstandardized Coefficients		Standardized Coefficients	t-value	p-value	Decision
	B	SE	Beta			
(constant)	0.800	0.222				
Organizational Citizenship Behavior	0.642	0.059	0.590*	10.891	< .001	Reject Ho
Perceived Human Resources Practices	0.169	0.043	0.212*	3.907	< .001	Reject Ho

Dependent Variable: Employee Performance

R = 0.722 $R^2 = 0.521$ F-value = 120.313 p-value < .001

The table further shows that Organizational Citizenship Behavior has a beta coefficient of 0.590 with a p-value of less than 0.001, and Perceived Human Resources Practices has a beta of 0.212 with a p-

value of less than 0.001. These findings support rejecting the null hypothesis, confirming that Organizational Citizenship Behavior and Perceived Human Resources Practices are significant predictors of Employee Performance.

This suggests that employees who engage in discretionary behaviors such as helping colleagues, showing conscientiousness, and actively participating in organizational matters are more likely to be effective. Organ (1988) emphasizes that such behaviors, though not explicitly required, contribute meaningfully to organizational efficiency and cohesion. Likewise, Delaney and Huselid (1996) assert that well-implemented Human Resources practices, including recruitment, selection, and evaluation systems, enhance employee capabilities and commitment. Within the context of rigation Administration, where employee context performance directly affects project delivery and service reliability, fostering both OCB and strategic HR practices is essential to achieving organizational goals and maintaining public trust.

Presented in Table 5.1 is the regression analysis on Organizational Citizenship Behavior as a predictor of Employee Performance. The computed F-value of 80.005 and a p-value of less than 0.001 indicate that organizational citizenship behavior significantly predicts employee performance. The R-value of 0.722 suggests a strong positive influence between organizational citizenship behavior and employee performance. At the same time, the R^2 value of 0.522 indicates that 52.2% of the variance in employee performance is explained by the predictors included in the model. The remaining percentage is attributable to other factors not considered in the study.

Table 5.1 Regression Analysis on Organizational Citizenship Behavior as a Predictor of Employee Performance

Indicators	Unstandardized Coefficients		Standardized Coefficients	t-value	p-value	Decision
	B	SE	Beta			
(constant)	0.730	0.228				
Altruism	0.165	0.058	0.179*	2.863	0.005	Reject Ho
Civic Virtue	0.174	0.050	0.214*	3.450	< .001	Reject Ho
Conscientiousness	0.472	0.058	0.460*	8.112	< .001	Reject Ho
Dependent Variable: Employee Performance						
R = 0.722 $R^2 = 0.522$ F-value = 80.005 p-value < .001						

The table further shows that altruism has a beta coefficient of 0.179 with a p-value of 0.005, civic virtue has a beta of 0.214 with a p-value of less than 0.001, and conscientiousness has the highest beta of 0.460 with a p-value of less than 0.001. Since all indicators have p-values below the 0.05 significance level, the null hypotheses are rejected, confirming that altruism, civic virtue, and conscientiousness are significant predictors of employee performance. Among the domains of Organizational Citizenship Behavior, conscientiousness got the highest beta coefficient, which means that the said indicator is the best predictor among the three domains.

This outcome aligns with the assertion of Podsakoff et al. (2000), who note that OCB dimensions such as conscientiousness and civic virtue contribute meaningfully to organizational effectiveness by fostering improved job performance and teamwork. Similarly, Organ (1988) posits that these discretionary behaviors, though not mandated by formal role requirements, enhance the organization's functioning by promoting a cooperative work environment.

For the National Irrigation Administration (NIA), where employees are expected to engage in rigorous project implementation and public service delivery, cultivating such citizenship behaviors appears crucial. Encouraging traits like altruism, civic participation, and task diligence can bolster employee performance, supporting NIA's goals of delivering timely and efficient irrigation services to stakeholders.

Table 5.2 shows the regression analysis on Perceived Human Resources Practices as a predictor of Employee Performance. The results indicate a combined percent of influence of 0.303 with the F-value of 15.716. The total R-value of 0.550, and the p-value of <.001.

Table 5.2. Regression Analysis on Perceived Human Resources Practices as a Predictor of Employee Performance

Indicators	Unstandardized Coefficients		Standardized Coefficients	t-value	p-value	Decision
	B	SE	Beta			
(constant)	2.477	0.190				
Job Organization	0.080	0.061	0.113	1.305	0.193	Do not Reject Ho
Recruitment	-0.021	0.069	-0.030	-0.302	0.763	Do not Reject Ho
Screening	0.192	0.066	0.288*	2.902	0.004	Reject Ho
Selection	0.176	0.073	0.234*	2.392	0.018	Reject Ho

Performance Evaluation	-0.014	0.053	-0.023	-0.273	0.785	Do not Reject Ho
Promotion	0.017	0.057	0.027	0.292	0.770	Do no Reject Ho

Dependent Variable: Employee Performance

R = 0.550 R² = 0.303 F-value = 15.716 p-value < .001

Moreover, the data shows that the following domains of Job Organization have a t-value of 1.305 and a p-value of 0.193, not significant ($p < 0.05$). Recruitment has a t value of -0.302 and a p-value of 0.763, not important ($p < 0.05$). Screening with the t-value of 2.902 and p-value of 0.004 ($p < 0.05$) is substantial. Selection with t value of 2.392 and p-value of 0.018 ($p < 0.05$) is significant. Performance Evaluation with a t value of -0.273 and p-value of 0.785, not important ($p < 0.05$), and Promotion with the t value of 0.292 and p-value of 0.770, not significant ($p < 0.05$). Furthermore, the domains of Job Organization, Recruitment, Performance Evaluation, and Promotion indicate no considerable influence on the dependent variable, which results in the acceptance of the hypothesis of this study. Among the domains of Human Resources Practices, only screening and selection significantly predicted employee performance. Screening got the highest beta coefficient of 0.288, meaning that the indicator is the best predictor among the six domains. This implies that effective screening processes help match individual capabilities with job requirements, enhancing employee output.

This result affirms previous studies stating that proper screening and selection mechanisms ensure the best fit between the employee and the organization, positively influencing performance outcomes (Kumari & Malhotra, 2013; Kiweewa & Asimwe, 2014). In the context of the National Irrigation Administration (NIA), where employees are expected to perform technical and administrative duties, efficient screening and selection ensure that the right individuals are hired with the needed competencies to contribute to the agency's operational goals. Thus, refining these specific HR practices is essential for improving employee performance in public sector agencies like NIA.

4. CONCLUSION AND RECOMMENDATION

The level of Organizational Citizenship Behavior is revealed to be very high, which means that the NIA offices always observe Organizational Citizenship Behavior. Additionally, the level of Perceived Human Resources Practices was also observed as it was rated high by the study's respondents. The level of employee performance got an overall rating of very high, which indicates that the respondents always observed this. Meanwhile, the study revealed a significant relationship between Organizational Citizenship Behavior and Human Resources Practices to Employee Performances, which rejects the hypothesis that there is no significant relationship between

Organizational Citizenship Behavior and Perceived Human Resources Practices to Employee Performances. However, some Perceived Human Resources Practices domains do not significantly influence Employee Performance. These domains, namely Job Organization, Recruitment, Performance Evaluation, and Promotion, did not demonstrate a significant impact, thus supporting the study's hypothesis that no domain of considerable influence of Organizational Citizenship Behavior and Perceived Human Resources Practices toward Employee Performance.

The results of this study reveal important insights into the relationship between Organizational Citizenship Behavior (OCB), Human Resource practices, and employee performance. The high levels of OCB observed in the NIA offices suggest that employees consistently engage in behaviors beyond their formal job responsibilities, contributing to a positive organizational environment. This aligns with the Social Exchange Theory, which posits that employees reciprocate favorable human resource practices (such as training, feedback, and rewards) with extra effort and commitment. Furthermore, the study found a significant relationship between OCB, human resource practices, and employee performance, rejecting the hypothesis that no significant relationship exists. This supports the Resource-Based View, which highlights human resources as a key source of competitive advantage. Effective human resource practices can enhance employee motivation and capabilities, improving overall performance.

However, the study also found that certain human resource practices, specifically Job Organization, Recruitment, Performance Evaluation, and Promotion, had no significant influence on employee performance. This suggests that while some human resource practices may not directly impact performance, others, such as development opportunities and recognition, play a more substantial role in fostering OCBs and enhancing performance. The Trait Activation Theory further supports these findings, proposing that situational cues like favorable human resource practices can activate positive traits, such as organizational citizenship, in employees. Overall, the study provides a comprehensive view of how different human resource practices influence employee behavior and performance, emphasizing the need for organizations to focus on practices that foster a supportive and motivating environment to maximize employee contributions and organizational outcomes.

RECOMMENDATIONS

This study recommends that Government Agencies, Public Administration Bodies, and Policymakers recognize and utilize the importance of Organizational Citizenship Behavior (OCB) and perceived Human Resource (HR) practices, since, based on the study results, it enhances employee performance. On the other hand, Government agencies should review and refine these areas to ensure they align with employee needs and contribute more effectively to productivity. Recognition programs, leadership development initiatives, and a supportive work culture can further enhance OCB. Policymakers should leverage this finding to design human resource policies that foster a culture of collaboration, employee engagement, and career growth, ultimately improving public service delivery.

Similarly, within the domains of Human Resource Practices, screening yielded the highest predictive value for employee performance. To capitalize on this finding, it is recommended that government agencies strengthen their screening processes to ensure a more systematic, objective, and competency-based approach in evaluating applicants. This study recommends that policymakers establish and develop new policies about implementing and fostering a positive organizational culture, comprehending agency human resource policies, and activities promoting employee engagement.

Future researchers should explore the relationship between organizational citizenship behavior, perceived human resource practices, and employee performance in different organizational settings to validate and compare findings. As it was found that some of the human resource domains do not influence employee performance, a study should analyze the other underlying factors that affect employees' work performance to improve human resource policies.

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