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INFLUENCE OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR AND WORKPLACE DIVERSITY ON JOB ENGAGEMENT AMONG VARIOUS NATIONAL GOVERNMENT AGENCIES IN DAVAO ORIENTAL

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ABSTRACT

The study aimed to determine the domains of organizational citizenship behavior and workplace diversity that significantly predicts or influences the job engagement among the various National Government Agencies employees in Davao Oriental. The respondents of the study were 300 selected NGAs in Davao Oriental. The researchers used a quantitative non-experimental utilizing correlational technique in research and utilized the modified and adapted research questionnaires as instrument. The statistical tools used in this research include Average Weighted Mean, Pearson-r, and Regression Analysis. Results revealed that the level of organizational citizenship behavior is very high, the level of workplace diversity is high, while the level of job engagement indicates a very high level. Furthermore, this study found out that there is a significant relationship between the organizational citizenship behavior and workplace diversity on job engagement. Likewise, conscientiousness and altruism are the only domains of OCB that significantly influence job engagement, while no domains under workplace diversity that significantly influence job engagement.

KEYWORDS: Organization Citizenship Behavior, Workplace Diversity, Job Engagement, National Government Agencies, SGD#8 (Decent Work and Economic Growth), SDG #10 (Reduced Inequalities)

INTRODUCTION

In today's generation, job engagement seems to be a major problem. Accordingly, the study of Coe and Salanova (2018) concluded that one of the most difficult tasks for management is to keep their workforce motivated and engaged with their job (Van Zyl et al., 2021). Additionally, although research on job engagement is thriving, public administration scholars have given very limited attention to the antecedents of work engagement in public organizations. Since disengaged employees are costly and tremendous within a public organization, identifying the drivers of work engagement in that sector is important to resolve this issue. By which, recent researchers have

reported ethical leadership to be a key driver of job engagement in government organizations (Mostafa & Abed El-Motalib, 2020).

On the other hand, job engagement is essential to secure the progress and success of the company. As explained by a study, being engaged in work means a person is engaged in doing a task which is feeling enthusiastic about the job (Ugargol & Patrick, 2018). In addition, workers who are engaged in their job put in more effort because they have a deep connection to it. This means that a person has a strong enthusiasm, devotion, and absorption in the job at hand (Katou et al., 2021). Lastly, Sekhar et al. (2018) explained that the idea of employee job engagement has been used to describe employees' love for their work in the workplace as a means of enhancing productivity.

Additionally, employees' job engagement is measured by how well employees' actions and behaviors contribute to achieving organizational goals (Vaart, 2021). It is about how an employee satisfies their job responsibilities and carries out the tasks that are needed for them to do which reflects the level of their job engagement (Walkme, 2021). Accordingly, other studies like of Abdirahman et al. (2018), emphasized that the success of an organization could be directly connected to the success of its employees and that this success can be measured in terms of both their survivability, productivity, and commitment in their work.

From the problematic situations presented in the above citations, it can be gleaned that job engagement is one of the major problems in most of the organizations in today's global economy. Some studies mentioned the reasons of this failing job engagement including motivation, stress, and organizational climate. Hence, gearing from these reasons, the researchers showed enthusiasm and interest in studying this topic to check and to determine the status of job engagement among government employees as these employees are also working in the public organization. This is because job engagement seemed to be a problem since employees' turnover rate is also observable. Hence, there is an emerging need to conduct the study.

Moreover, the researchers were prompted to conduct this study because only a few studies have been conducted on the three variables (Organizational Citizenship Behavior, Workplace Diversity and Job Engagement) relative to the context of Davao Oriental. More specifically on the employees in national government agencies as the respondents. More so, this study is beneficial to the said province since this province is growing and developing of which the government employees are a great contributory factor of this success.

The main objective underlying study is to examine the level of Organizational Citizenship Behavior and Workplace Diversity on Job Engagement. Specifically, the study will be conducted to answer the following questions: (1), to determine the level of organizational citizenship behavior in terms of conscientiousness, sportsmanship, civic virtue, courtesy, and altruism. (2), to determine the level of workplace diversity in terms of inclusion/exclusion, convergence/divergence, varied/conforming

ideation, understanding/misunderstanding, and positive/negative evaluations. (3), to determine the level of job engagement in terms of physical engagement, cognitive engagement, and emotional engagement. (4), to determine if there is a significant relationship between the organizational citizenship behavior and level of job engagement. (5), to determine if there is a significant relationship between the level of workplace diversity and level of job engagement. (6), to determine which domain of Organizational Citizenship Behavior significantly predicts Job Engagement, and lastly, to determine which domain of Workplace Diversity significantly predicts Job Engagement.

2. METHODS

2.1. Research Respondents

The respondents of this study were the employees from different National Government Agencies of Davao Oriental. These are the employees who were in the casual and regular status, working for at least six (6) months already, at least 18 years old and maximum of 65 years old.

The respondents were selected and chosen using the stratified random sampling technique. As explained, the main advantage of stratified random sampling is that, it captured key population characteristics in the sample. This method of sampling produces characteristics in the sample that are proportional to the overall population. Also, sampling works well for populations with a variety of attributes but is otherwise ineffective if subgroups cannot be formed (Hayes, 2023).

Furthermore, those with status of job order and contract of service did not meet the criteria for participation as respondent of the study. The participants in the study were given freedom to withdraw at any moment if they feel threatened or uncomfortable of the research. The overall combined the total population from all three different agencies was 292 and 170 was the determined sample for the study.

2.2. Materials and Instrument

The research instrument of the study was an adopted questionnaire from Rich et al. (2010) for the dependent variable job engagement; from Habeeb (2019) for the independent variable organizational citizenship behavior; and from the research study of Larkey (1996) for the second independent variable, workplace diversity which the indicators were also adopted or taken.

Furthermore, the adopted research instrument was further validated by the panel of examiners to check whether the construct and content of the instrument reliably measure the intended outcome of the study as well as to determine the cross-content reliability and validity of the questionnaires. Experts can identify such by evaluating the clarity of directions and items, presentations/organization of items, suitability of items, and adequateness of items per category, attainment of the purpose, objectivity, and scale evaluation in rating system. In addition, the instrument was pilot tested to 30 participants after the researchers secures a certificate of compliance from the University of Mindanao Research Ethics Committee.

The parameter limits were used in the level of job engagement among employees in DENR in the province of Davao Oriental for better interpretation of data and results. The interpretation of the job engagement levels in this study is based on the following scale: A mean score ranging from 4.20 to 5.00 is interpreted as Very High, indicating that the behavior or condition described in the job engagement item is always observed. A score between 3.40 and 4.19 is considered High, meaning the item is oftentimes observed. A mean score of 3.00 to 3.39 falls under the Average category, signifying that the item is sometimes observed. Scores from 1.80 to 2.99 are labeled as Low, suggesting the behavior is seldom observed. Lastly, a score between 1.00 and 1.79 is interpreted as Very Low, meaning the behavior or condition is never observed.

Another parameter limits were used in the level of workplace diversity among employees in DENR in the province of Davao Oriental for better interpretation of data and results. A mean score ranging from 4.20 to 5.00 is interpreted as Very High, indicating that the measure described in the workplace diversity item is always evident. A score between 3.40 and 4.19 is considered High, meaning the item is oftentimes evident. A mean score of 3.00 to 3.39 falls under the Average category, showing that the item is sometimes evident. Scores from 1.80 to 2.99 are categorized as Low, suggesting the item is seldom evident. Lastly, a score between 1.00 and 1.79 is interpreted as Very Low, which means the item is never evident.

Lastly, the interpretation of organizational citizenship behavior (OCB) levels in this study is based on the following range of means: A score between 4.20 and 5.00 is interpreted as Very High, indicating that the measure described in the OCB item is always evident. A mean score of 3.40 to 4.19 is considered High, meaning the behavior is oftentimes evident. Scores ranging from 3.00 to 3.39 fall under the Average category, showing that the behavior is sometimes evident. A range of 1.80 to 2.99 is classified as Low, suggesting the behavior is seldom evident, while scores from 1.00 to 1.79 are labelled as Very Low, meaning the behavior is never evident.

2.3. Design and Procedure

This study utilized a quantitative study in descriptive and correlational approach which attempted to determine the extent of a relationship between two or more variables using statistical data. As defined, quantitative research tries to find answers to concrete questions by generating numbers and facts. The goal of this research design is to establish a representation of what consumers do or what consumers think (Barnham, 2015). On the other hand, descriptive study is defined as a research method that primarily focuses on describing the nature of a demographic segment, without focusing on why a particular phenomenon occurs. In other words, it describes the subject of the research, without covering why it happens (Pamaran & Pamaran, 2013).

In addition, this study employed a descriptive-correlational approach to describe and explain the relationship of workplace diversity and organizational citizenship behavior on job engagement. This design was specifically chosen by the researchers since the study is a noncausal statistical relationship between variables. Similarly, other studies have also used this to establish relationship of variables (Pimentel & Bercilla, 2023; Muico et al., 2022; Espiritu et al., 2023)

In this study, quantitative design was used using research instruments which are the adapted questionnaires to quantify the variables under study and to describe the workplace diversity, organizational citizenship behavior, and job engagement among DENR, DAR, and DA employees in the province of Davao Oriental. After which, the data being gathered will be statistically treated to identify the level of its relationship which is the main purpose and usage of correlational studies which is to describe the relationship between the variables being studied.

Furthermore, for the collection of the different data needed in the study, 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 the conduct of this research, minimum standards, criteria and protocol were highly regarded.

The following statistical tools were used in the conduct of this study; mean, standard deviation, Pearson-r, and multiple regression. Mean was used for getting the average score in measuring the level of job engagement, workplace diversity, and organizational citizenship behavior. Then, standard deviation was used to analyze how far the individual responded to a question vary or deviate from its mean. It was used to analyze how spread the responses of the respondents are. If the respondents totally agree, disagree or neutral. While Pearson r was used to determine the significant relationship between job engagement and workplace diversity, and job engagement and organizational citizenship behavior among employees in the province of Davao Oriental. Lastly, multiple regression was used to analyze the association and significant influence between the two independent variables, workplace diversity and organizational citizenship behavior, to the dependent variable which is the job engagement.

3. RESULTS

The data obtained from the respondents are presented in this section. The order of presentations is as follows: level of organizational citizenship behavior among the National Government Agencies employees in the Davao Oriental; level of workplace diversity among the National Government Agencies employees in the Davao Oriental; level of job engagement among the National Government Agencies employees in the Davao Oriental; correlation between the organizational citizenship behavior and level of job engagement; correlation between the level of workplace diversity and level of job engagement; regression analysis on the influence of the level of the organizational citizenship behavior and level of job engagement among the National Government Agencies employees in the Davao Oriental, and the regression analysis of the influence of the level of the workplace diversity

and level of job engagement among the National Government Agencies employees in the Davao Oriental.

Table 1 shows the level of the organizational citizenship behavior among the National Government Agencies employees in the Davao Oriental in terms of conscientiousness, sportsmanship, civic virtue, courtesy, and altruism. Among the three indicators, courtesy got the highest mean of 4.49 with a very high descriptive equivalent, followed by altruism and conscientiousness with a mean of 4.43 and 4.41, respectively which also garnered very high descriptive equivalents. Sportsmanship and civic virtue also got a very high descriptive rating with a mean of 4.37 and 4.34, although they got the lowest mean among the indicators in organizational citizenship behavior variable. Generally, the level of the organizational citizenship behavior of the employees in the national government agencies in Davao Oriental is very high with an average mean of 4.44 and a standard deviation of 0.47. This denotes that the ratings acquired in this study are very close to the mean showing consistency of responses.

Table 1. Level of Organizational Citizenship Behavior among the National Government Agencies Employees in Davao Oriental

Indicators	Mean	SD	Description
Conscientiousness	4.418	0.571	Very High
Sportsmanship	4.372	0.558	Very High
Civic Virtue	4.346	0.571	Very High
Courtesy	4.495	0.533	Very High
Altruism	4.436	0.548	Very High
Overall	4.446	0.475	Very High

The very high level of Organizational Citizenship Behavior (OCB) exhibited by the employees of National Government Agencies in Davao Oriental signifies a strong and consistent display of behaviors that go beyond their formal job responsibilities, which therefore contribute positively to the overall performance and culture of their respective organization. This level of performance reflects a deep-seated commitment, cooperation, and professionalism among government workers.

Table 2 shows the results on the level of workplace diversity among the National Government Agencies employees in Davao Oriental. It can be gleaned from the table that computed overall mean of the five indicators, which is 4.02 indicates high level manifestation of workplace diversity and that the responses of the employees on this parameter is very close to each other as indicated by the computed standard deviation of 0.59. Of the five indicators, Varied/Conforming Ideation got the highest mean which is 4.29 or very high, followed by Convergence/Divergence with second highest mean of 4.24. Inclusion/Exclusion yielded the third highest mean of 4.11 with a high level of manifestation among the employees. Also getting the high level of mean, which is 3.89 is the indicator Understanding/Misunderstanding. Of these five indicators, Positive/Negative Evaluation yielded the lowest mean of 3.56, but still it garnered a descriptive rating of high.

Table 2. Level of Workplace Diversity among the National Government Agencies Employees in Davao Oriental

Indicators	Mean	SD	Description
Inclusion/Exclusion	4.113	0.561	High
Convergence/Divergence	4.249	0.622	Very High
Varied/Conforming Ideation	4.299	0.594	Very High
Understanding/Misunderstanding	3.89	0.779	High
Positive/Negative Evaluation	3.569	1.107	High
Overall	4.024	0.597	High

The results show that a high-level score in all five dimensions signifies that employees of National Government Agencies in Davao Oriental recognize both progressive efforts and lingering inequities and are actively adapting and responding to diversity-related challenges. Additionally, they promote dialogue, learning, and mutual respect., and possess a high level of cultural intelligence, which are essential for inclusive governance and public service. These results paint a picture of a diversity-aware and inclusive-oriented public workforce, ready to improve the organizational climate through informed, respectful, and collaborative actions.

Results implied that that the NGAs in Davao Oriental have an increasingly diversity-literate workforce. This can translate into better public service due to culturally aware and respectful personnel, improved teamwork and decision-making, as different perspectives are valued, and a stronger institutional reputation, which make the organization more attractive to diverse talents.

However, it also calls for sustained efforts in equity training, inclusive leadership development, and mechanisms to monitor and address discrimination, so that the diversity climate continues to evolve positively.

Research shows that when public servants value and understand diversity, there is better teamwork, more inclusive decision-making, and increased organizational trust, as employees from different backgrounds feel heard and respected. Furthermore, a strong diversity climate can enhance an institution's reputation, making it more attractive to diverse talents and promoting innovation through the integration of varied perspectives. However, literature also stresses that a positive diversity climate must be sustained through ongoing equity and anti-bias training, inclusive leadership development, and the establishment of feedback and accountability mechanisms to address discrimination and unconscious bias. Without these, the benefits of diversity may plateau or regress, leading to issues such as tokenism, subtle exclusion, or intergroup tension. Building a truly inclusive public institution requires strategic and continuous efforts to embed equity into the organization's culture, policies, and leadership pipeline (Shore et al., 2018; Mor Barak, 2022; Roberson, 2019; Sabharwal, 2019; Nkomo et al., 2022; and Ferdman & Deane, 2020).

Table 3 shows the level of job engagement of the employees in the National Government Agencies in the Davao Oriental. Three significant and established indicators were accounted to measure the level of this variable which include Physical Engagement, Cognitive Engagement, and Emotional Engagement. Consequently, computed statistical results of these indicators revealed a high level of job engagement after having obtained an overall mean of 4.63 and standard deviation of 0.40.

Table 3. Level of Job Management among the National Government Agencies Employees in Davao Oriental

Indicators	Mean	SD	Description
Physical Engagement	4.708	0.473	Very High
Cognitive Engagement	4.728	0.471	Very High
Emotional Engagement	4.459	0.587	Very High
Overall	4.631	0.448	Very High

Among the three indicators, *cognitive engagement* topped the list with a mean of 4.72, followed by *physical engagement* which yielded 4.70, and the lowest means was obtained by emotional

engagement with a mean score of 4.45. All these indicators are all described as high level, which means that the respondents always manifested this variable in the study.

The results on the high level of job engagement denote that there is a high level of commitment from employees to apply intense effort in their work. They express a strong sense of responsibility and a high degree of dedication to completing their tasks to the best of their abilities. Additionally, employees also are deeply engaged in terms of their thinking and problem-solving. They are passionate and enthusiastic, which indicates a genuine emotional connection to their job. This high level of cognitive engagement indicates that employees are not only physically active but also mentally invested in their tasks. It is a sign of job satisfaction, as employees are motivated by the work itself rather than just external rewards. Lastly, the high level of emotional engagement seen in the result suggests that employees are passionately invested in their roles, which shows their attentiveness and focus. This implies that when employees are emotionally engaged, it can lead to greater job satisfaction, reduced turnover, and enhanced employee retention. This deep emotional connection often leads to employees feeling a sense of personal fulfillment and pride in their work, which positively influences organizational culture and reduces the likelihood of disengagement or dissatisfaction.

The results on the high level of job engagement among NGA employees in Davao Oriental suggest a strong commitment and willingness to apply intense effort in fulfilling their responsibilities. Employees exhibit a deep sense of responsibility and dedication to completing their tasks with excellence. Their strong cognitive engagement is evident through their active involvement in thinking and problem-solving, while their emotional engagement is reflected in their enthusiasm and passion for their roles. These indicate that employees are not only physically but also mentally and emotionally invested in their work. This deep engagement reflects intrinsic motivation, where satisfaction comes from the work itself rather than from external rewards. Furthermore, employees' emotional attentiveness and focus suggest a profound connection to their work, which contributes to greater job satisfaction, lower turnover rates, and stronger retention. When employees experience personal fulfillment and pride in their roles, this enhances organizational culture and minimizes the risks of disengagement or dissatisfaction (Amrollahifar et al., 2023; Hong et al., 2021; Park & Kim, 2024; Sangkong, P., & R., 2024).

One of the objectives of this study was to determine the relationship between the organizational citizenship behavior with a mean rating of 4.44 and job enagegment with a mean rating of 4.63 among National Government Agencies employees in Davao Oriental. Table 4 presents the significance of the relationship between organizational citizenship behavior and job enagegment among National Government Agencies employees in Davao Oriental. The relationship between the two variables was tested using the Pearson-r coefficient, which shows a positive correlation between variable with the computed r-value of 0.664, and probability level (p) of 0.001. With $p < 0.05$, the null hypothesis, which

stated that there is no significant relationship between electronic word-of-mouth and consumer behavior was rejected.

Table 4. Significant Relationship Between Organizational Citizenship Behavior and Job Engagement

Indicators	Dependent Variable	r-value	r-squared	p-value	Decision
Conscientiousness	DV	0.61*	0.3721	< .001	Reject Ho
Sportsmanship		0.6*	0.36	< .001	Reject Ho
Civic Virtue		0.526*	0.276676	< .001	Reject Ho
Courtesy		0.553*	0.305809	< .001	Reject Ho
Altruism		0.591*	0.349281	< .001	Reject Ho

*p<0.05

The results entail that a significant relationship exists between organizational citizenship behavior and job engagement among the National Government Agencies (NGAs) employees in Davao Oriental. This further means that the level of the organizational citizenship behavior of the respondents has a link to their job engagement. This also signifies that there is a connection between the organizational citizenship behavior of the respondents to their job engagement. The p-value of less than 0.001 indicates that the correlation between OCB and Job Engagement is highly statistically significant. In other words, there is less than a 0.1% probability that this observed correlation occurred due to random chance or sampling error.

Furthermore, the r-value of 0.664 indicates a moderate to strong positive correlation between the two variables. In other words, as employees' job engagement increases, their Organizational Citizenship Behavior (OCB) also tends to increase. A positive correlation means that employees who show higher levels of job engagement are also more likely to demonstrate OCB, such as helping coworkers, volunteering for extra work, and exhibiting dedication to the organization's success.

The finding suggests that empowerment helps employees become more committed and dedicated to their roles, which directly boosts behaviors that are beneficial to the organization but are not strictly required by their job descriptions, such as helping colleagues or voluntarily taking on additional responsibilities (Ghonem, 2023).

Similarly, a study revealed that work engagement mediates the relationship between organizational justice and OCB in higher education institutions. The researchers found that work engagement significantly mediates the relationship between organizational justice (fairness in decision-making, distribution of resources, etc.) and OCB. Employees who perceive fairness in the workplace are more likely to feel engaged, which in turn encourages them to engage in OCB. Work engagement fosters a positive emotional and cognitive connection to the job, driving employees to go beyond their formal job requirements and contribute positively to the organization's culture (Islam et al., 2022).

Lastly, research highlighted that employer brand experience positively influences OCB, with employee engagement playing a mediating role. The study found that a positive employer brand experience (how employees perceive the organization's identity and values) significantly influences OCB. Employees who have a favorable view of their organization's brand are more likely to be engaged in their roles, which leads to more OCB. Employee engagement was identified as the mediating factor because employees who are highly engaged in their work are more inclined to go beyond the basic requirements of their job, such as offering help to colleagues, providing feedback, or participating in organizational activities (Gupta et al., 2021).

Another objective of this study is to determine the relationship between the workplace diversity and job engagement among employees in National Government Agencies in Davao Oriental. Table 5 presents the significance of the relationship between workplace diversity and job engagement among food among employees in National Government Agencies in Davao Oriental. With the use of statistical analysis and treatment, the relationship between the two variables was tested using the Pearson-r coefficient, which shows a positive correlation between variable with the computed r-value of 0.378, and probability level (p) of 0.001. With $p < 0.05$, the null hypothesis that there is no significant relationship between workplace diversity and job engagement was rejected.

The results entail that a significant relationship exists between workplace diversity and job engagement. This further means that the level of the workplace diversity of the respondents has a link to their job engagement. This also signifies that there is a connection between the workplace diversity of the respondents to their job engagement.

Table 5. Significant Relationship Between Workplace Diversity and Job Engagement

Indicators	Dependent Variable	r-value	r-squared	p-value	Decision
Inclusion/Exclusion	DV	0.361*	0.130321	< .001	Reject Ho
Convergence/		0.341*	0.116281	< .001	Reject Ho
Divergence					
Varied/Conforming		0.499*	0.249001	< .001	Reject Ho
Ideation					
Understanding/		0.3*	0.09	< .001	Reject Ho
Misunderstanding					
Positive/Negative		0.164*	0.026896	0.032	Reject Ho
Evaluation					

* $p < 0.05$

Specifically, the r-value (0.378) suggests a moderate positive correlation—meaning that as employees' positive perceptions of workplace diversity increase (e.g., inclusion, understanding, respect across differences), their engagement at work also tends to increase. They may become more physically, emotionally, and cognitively invested in their jobs.

The p-value (0.001) is less than the standard threshold of 0.05, which means that the relationship between the two variables is statistically significant. Therefore, the null hypothesis (which assumed no significant relationship between workplace diversity and job engagement) is rejected.

Recent literature consistently supports the positive relationship between workplace diversity and employee engagement. An investigation conducted a global survey and found that organizations with well-defined diversity, equity, and inclusion (DEI) policies reported significantly higher employee engagement. Specifically, 82% of companies with high engagement levels had established DEI definitions, compared to just 65% among those with lower engagement levels. This suggests that DEI is not only a matter of ethics or compliance but a key driver of employee involvement and motivation. Similarly, it was emphasized that DEI initiatives promote trust, belongingness, and fairness in the workplace, all of which are crucial factors that enhance employee engagement (Aon plc, 2022; British Council, 2023).

Further supporting this, Jha, a study found in a study of the Indian IT sector that inclusive work environments positively impact employee creativity and organizational commitment—two essential

dimensions closely tied to job engagement. The study highlighted that when employees perceive themselves as included and valued, they are more likely to be engaged and motivated in their roles (Pal & Sarkar, 2023).

Additionally, the study noted that diversity-driven organizations benefit from improved innovation and better alignment of employee behavior with organizational goals, further showing how DEI enhances engagement. Lastly, research published found that diversity practices positively influence employee engagement when they are supported by inclusive leadership and an organizational culture that values all perspectives. These studies affirm the findings in the current research that workplace diversity—when practiced authentically and inclusively—has a measurable and beneficial impact on job engagement among employees in public-sector organizations (Public Relations Society of America, 2024; Emerald Insight, 2021).

Another objective of the study was to determine which domain of organizational citizenship behaviour would significantly influence the job engagement of the employees in various National Government Agencies in Davao Oriental. This is with the aid of regression analysis. The test of significance was done further using the correlation approach with regression

Table 6.1. Regression Analysis on the Influence of the Level of Organizational Citizenship Behavior on the Job Engagement among National Government Agencies Employees in Davao Oriental

Indicators	Unstandardized Coefficients		Standardized Coefficients	t-value	p-value	Decision
	B	SE	Beta			
(constant)	1.842	0.237				
Conscientiousness	0.249	0.065	0.318*	3.811	< .001	Reject Ho
Sportsmanship	0.146	0.079	0.181	1.852	0.066	Do not reject Ho
Civic Virtue	0.024	0.07	0.03	0.337	0.737	Do not reject Ho
Courtesy	-0.002	0.085	-0.002	-0.018	0.985	Do not reject Ho
Altruism	0.215	0.074	0.264*	2.895	0.004	Reject Ho
Dependent Variable: DV						

*p<0.05

R= 0.688

R²= 0.473

F-value= 29.471

p-value < .001

analysis clearly which shows which domains of organizational citizenship behaviour has significant influence on the job engagement of NGAs employees in Davao Oriental.

The regression analysis which examined the relationship between Organizational Citizenship Behavior (OCB) and job engagement among employees in National Government Agencies (NGAs) in Davao Oriental revealed meaningful findings. The model yielded an R-value of 0.688, which indicates a strong positive correlation between OCB and job engagement. The coefficient of determination (R^2) was 0.473, which suggests that approximately 47.3% of the variance in employees' job engagement can be explained by the five dimensions of OCB combined. Moreover, the F-value of 29.471 and a p-value less than 0.001 confirm that the overall model is statistically significant and that OCB is a meaningful predictor of job engagement.

Among the five indicators, conscientiousness and altruism emerged as significant contributors to job engagement. Conscientiousness had a p-value of less than 0.001 and a beta coefficient of 0.318, indicating a significant and positive influence. This means that employees who strictly adhere to organizational rules, take pride in their work, and go above and beyond their basic responsibilities are more likely to be engaged in their jobs. Similarly, altruism showed a highly significant relationship with job engagement, with a p-value of 0.004 and a remarkably large beta coefficient of 2.895. This suggests that employees who willingly help others with heavy workloads or work-related challenges—despite not being obligated to do so—tend to feel more connected and invested in their work, leading to higher levels of engagement.

On the other hand, the dimensions of sportsmanship ($p = 0.066$), civic virtue ($p = 0.737$), and courtesy ($p = 0.985$) did not significantly predict job engagement. Although these behaviors are generally positive, they did not show a strong or meaningful influence on the level of engagement among employees in this study. These results suggest that job engagement in this context is driven more by proactive individual contributions—such as diligence and helping behaviors—rather than by passive or group-oriented behaviors like attending optional events or avoiding complaints.

Generally, the findings highlight the importance of fostering a workplace culture that values responsibility and mutual support. Encouraging behaviors rooted in conscientiousness and altruism may significantly enhance employees' job engagement, which can ultimately benefit organizational performance and employee well-being.

Recent research provides insights that align with the findings of the regression analysis on Organizational Citizenship Behavior (OCB) and job engagement among employees in National Government Agencies in Davao Oriental. A study explored the impact of firm-based OCB on organizational commitment among pharmaceutical executives. The research found that conscientiousness and sportsmanship behaviors were negatively related to normative organizational commitment, while civic virtue had a positive significant relationship with normative commitment.

This suggests that employees who actively enhance and represent their company's image feel a stronger obligation to remain with the organization (Oamen, 2023).

Another study examined the relationship between work engagement and OCB, considering the moderating role of employee personality. The findings indicated a positive effect of work engagement on OCB, with personality traits influencing the strength of this relationship. Specifically, the effect of work engagement on OCB was more pronounced in individuals with lower agreeableness (Krishnan et al.,2023).

Furthermore, research investigated the association between employer branding and OCB, with job engagement serving as a mediator. The study concluded that effective employer branding positively influences job engagement, which in turn enhances OCB among employees. These studies collectively underscore the significant role of OCB dimensions, particularly conscientiousness and altruism, in fostering job engagement. They suggest that organizations aiming to enhance employee engagement should focus on promoting behaviors associated with these OCB dimensions (Asif & Nasir, 2024).

Table 6.2. Regression Analysis on the influence of IV1 and IV2 to DV

Indicator s	Unstandardized Coefficients		Standardize d Coefficients	t- value	p- value	Decisio n
	B	SE	Beta			
(constant)	1.70	0.25				
IV1_OCB	0.58	0.06	0.615*	9.70	< .00	Reject Ho
IV2_WD	0.08	0.04	0.115	1.81	0.071	Do not reject Ho
Dependent Variable: DV						
*p<0.05						
R= 0.672						
R ² = 0.452						
F-value= 68.862						
p-value<0.001						

The last objective of the study was to determine which domain of workplace diversity would significantly influence job engagement of the employees in National Government Agencies in the Province of Davao Oriental. The fulfillment of this objective was possible with the aid of regression analysis. The test of significance was done further using the correlation approach with regression analysis clearly which shows what domains of the workplace diversity significantly influence job engagement. The regression result indicates that the relationship between workplace diversity and job engagement among National Government Agencies (NGAs) employees in Davao Oriental is not

statistically significant, as the p-value is 0.071, which is greater than the conventional threshold of 0.05 for significance. The beta coefficient of 0.115 suggests that there is a positive relationship between workplace diversity and job engagement, but this relationship is not strong enough to be considered statistically significant.

In practical terms, while there is some indication that workplace diversity may have a positive influence on job engagement, the results suggest that the effect is weak and could be influenced by other factors not accounted for in this analysis. Therefore, while fostering a diverse work environment may still be beneficial for employee engagement, the data does not provide sufficient evidence to conclude that workplace diversity is a major driver of job engagement in this specific context.

The findings resonate with several recent studies which indicated that while workplace diversity often exhibits a positive beta coefficient, its direct effect on job engagement tends to be weak and statistically non-significant. Ding and Riccucci's (2023) meta-analysis in Public Administration found that diversity in public-sector organizations produced mixed and context-dependent outcomes, highlighting that the benefits of diversity rely heavily on moderating conditions rather than diversity alone. Similarly, Wallrich et al. (2024) reported that while demographic and cognitive diversity showed statistically significant correlations with performance, the effect sizes were negligible ($r < .10$), further reinforcing that diversity's impact is limited unless other enablers are present.

Stahl et al. (2023) conducted a large-scale meta-analysis and concluded that although demographic and cognitive diversity correlated positively with team performance, these correlations were "insubstantial" and became more meaningful only under specific contextual moderators like task complexity or psychological safety. These findings mirror the study, which suggested a positive but statistically non-significant diversity-engagement link, thereby indicating that other variables—such as leadership support, climate, or inclusion practices—likely play a larger role.

4. CONCLUSION AND RECOMMENDATIONS

Following the results of the study, the researcher has come up with the following conclusions: The level of organizational citizenship behaviors of the employees in National Government Agencies (NGAs) in Davao Oriental Province is very high in terms of conscientiousness, sportsmanship, civic virtue, courtesy and altruism. In addition, the level of workplace diversity of the employees in National Government Agencies (NGAs) in Davao Oriental Province is high in terms of the inclusion/exclusion, convergence/divergence, varied/conforming ideation, understanding/misunderstanding, and positive/negative evaluation. Lastly, the level of job engagement of the employees in National Government Agencies (NGAs) in Davao Oriental Province is very high in terms of physical engagement, cognitive engagement, and emotional engagement.

Further, this study found that there is a significant relationship between organizational citizenship behaviors and job engagement. Also, a significant relationship between workplace diversity and job

engagement was determined. Finally, only the domains of organizational citizenship behavior namely conscientiousness, and altruism significantly influence job management, while no domains of workplace diversity that significantly influence job engagement.

The findings of this study supported Homans' Social Exchange Theory (1989), which showed that employees in National Government Agencies (NGAs) in Davao Oriental demonstrated higher job engagement and stronger Organizational Citizenship Behavior (OCB) when they feel valued and treated fairly. Positive workplace exchanges—such as recognition, inclusion, and support—encourage employees to respond with greater dedication and willingness to exceed job expectations.

The results also aligned with Tajfel and Turner's Social Identity Theory, which indicated that employees who feel included and respected in diverse work settings tend to identify more strongly with their organization. This strong identification contributes to higher engagement and OCB.

Lastly, the study affirmed the Job Demands-Resources (JD-R) Model, which highlighted that job resources like a supportive and inclusive work environment promote higher engagement and OCB. When employees perceive these resources as available, they are more motivated, committed, and capable of managing job demands effectively.

5. RECOMMENDATIONS

Given the very high level of organizational citizenship behavior (OCB) observed, particularly in conscientiousness and altruism, it is recommended that NGAs in Davao Oriental should continue to recognize and reward employees who demonstrate these positive behaviors. To reinforce this, NGAs may implement formal recognition programs such as a "Model Employee of the Quarter" Award, OCB Hall of Fame, or Service Excellence Recognition Days, where employees who go beyond their job responsibilities are honored. Additionally, to encourage peer support and collaboration, agencies can organize team-building workshops, inter-agency collaboration projects, and volunteer outreach programs, such as community clean-up drives, literacy campaigns, or health and wellness caravans, where employees work together for a common cause beyond their official duties. These initiatives not only strengthen organizational culture but also promote job engagement by creating meaningful connections among employees. By cultivating a culture that values teamwork, altruism, and responsibility, NGAs can sustain and amplify employee engagement and overall workplace morale.

While the study revealed a high level of workplace diversity, there remains room for improvement in creating a fully inclusive environment. To build on this diversity, it is crucial to implement ongoing diversity and inclusion training that addresses unconscious bias, enhances mutual respect, and encourages understanding across different cultural, racial, and gender lines. Developing mentorship programs in Davao Oriental NGAs that pair employees from different backgrounds will help bridge gaps, foster better communication, and ensure that diversity is seen as a strength that contributes positively to employee engagement.

Furthermore, the significant relationship between OCB and workplace diversity on job engagement indicates that these two factors complement each other. Therefore, NGAs in the Province of Davao Oriental may focus on creating an environment where both OCB and diversity are prioritized. This can be achieved by encouraging inclusive leadership that understands the importance of these variables in boosting job engagement. Leaders should be trained to manage diverse teams effectively while promoting organizational behaviors like conscientiousness and altruism, which are critical for maintaining a positive and engaged workforce.

In addition, the study highlighted that certain domains of OCB, such as conscientiousness and altruism, have a significant influence on job engagement. Therefore, it is recommended that NGAs in the province should specifically emphasize these behaviors in their employee development programs. Training that highlights the value of conscientiousness and altruism in building a collaborative and supportive work environment will likely enhance job satisfaction and engagement. Meanwhile, while sportsmanship was not found to have a significant impact on job engagement, encouraging employees to focus on the positive aspects of their work and minimizing complaints will still contribute to a harmonious work environment.

Lastly, although the study found no significant influence of the workplace diversity domains on job engagement, organizations should not overlook the importance of inclusive practices. Open forums or meetings where employees can discuss diversity-related issues and share their experiences will help create a more inclusive and understanding environment. By ensuring that all employees feel heard and valued, organizations can further enhance engagement levels, even if diversity itself does not directly influence engagement.

For educational sector, educational institutions should focus on enhancing organizational citizenship behavior (OCB) by recognizing and rewarding conscientiousness and altruism. Promoting workplace diversity through diversity training, inclusive recruitment, and cultural awareness events will further create a respectful and inclusive environment. Although no specific diversity domains significantly influenced job engagement, fostering an inclusive atmosphere is still essential. Additionally, focusing on leadership that models OCB behaviors and creating targeted programs for professional responsibility and community involvement will boost engagement and job satisfaction. These efforts will contribute to a more motivated and collaborative workforce, which will thereby improve both staff and student experiences.

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