



Fostering Employee Performance Through Organizational Culture and Citizenship Behavior: An Empirical Study of TIEZA, Philippines

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ABSTRACT

This study aimed to empirically investigate mediating effect between organizational culture and employee performance of Organizational Citizenship Behavior (OCB) in the Tourism Infrastructure and Enterprise Zone Authority (TIEZA) in the Philippines. Using stratified pen and paper survey the data was gathered using a quantitative method from 189 employees. The organizational culture was measured by standardized instruments, OCB, and employee performance. The findings indicated that the TIEZA employees have high collectivism, uncertainty avoidance and long-term orientation in the corporate culture. The overall scores for OCB were high, particularly for conscientiousness, courtesy and altruism, but low for sportsmanship. Very satisfactory ratings were given to employee performance, but were low for adaptability and high for task performance and contextual performance. Path analysis in R via the Lavaan package verified that OCB mediated the relationship between organizational culture and employee performance, which suggests that a positive culture leads to discretionary behaviors that positively impact performance. When the data was analysed demographically, there was little variation by gender or employment status, indicating that perceptions of culture were similar across groups. The results emphasize the need to promote a positive and inclusive culture that encourages recognition, teamwork, and servant leadership to maintain OCB and organizational effectiveness over time.

1. INTRODUCTION

Human resources are considered to be one of the key pillars of success and effectiveness for organizations. In addition to their formal tasks and job requirements, employees' discretionary actions—that is, those actions that are not part of their job description—also are important factors in determining workplace performance and productivity (Podsakoff et al., 2000; Sonnentag & Frese, 2005). These actions are known as Organizational Citizenship Behavior (OCB) and include helping others, being conscientious, being civic involved, and having positive attitudes at work (Organ, 1988). While there is no formal

recognition of OCB, it is linked to enhanced productivity, teamwork, innovation, and organizational functioning (Wang et al., 2023; Grego-Planer, 2019).

Organizational culture is an important determinant of employee behaviors. A positive culture will give the norms and values that will help employees go the extra mile beyond their job descriptions (Denison, 1990). These behaviors in turn, improve employee performance, not just in terms of task performance, but also in terms of contextual and adaptive performance (Podsakoff et al., 2009). While organizational citizenship behavior (OCB)

has received considerable attention in research involving private-sector organizations and Western contexts, empirical evidence from public-sector institutions, particularly in the Philippines, remains relatively scarce (Christensen & Whiting, 2009). The results of studies also showed that the impact of organizational culture and socio-demographic factors on OCB and employee performance was inconsistent, with some studies reporting significant impacts (Iskamto, 2023; Abdullah & Kamil, 2020) and others with weak or insignificant impacts (Muzakki, Eliyana, & Muhtadi, 2019; Pratiwi & Nawangsari, 2021). The mixed empirical findings highlight the need for more research, especially in non-western and government contexts.

Government owned and controlled corporations (GOCCs) like the Tourism Infrastructure and Enterprise Zone Authority (TIEZA) are significant players in the implementation of the country's tourism policies and infrastructure development in the Philippine context. However, many GOCCs still struggle with performance assessment, and governance reports have shown that there is a high proportion of underperformance across the period 2018 to 2022 (Governance Commission for GOCCs, 2024). It is thus timely and important to understand the dynamics of OCB within such institutions.

This study focused on OCB, organizational culture and employee performance of the employees of TIEZA. To be specific, it identified the mediation position of OCB in organizational culture and employee performance, and explored the employee demographic profile's mediation and cultural perception on OCB. The findings from this study will help TIEZA staff identify and develop their OCB skills, thereby increasing their awareness of their OCB performance.

1.1. Organizational Citizenship Behavior (OCB) and Its Dimensions

OCB is defined as voluntary and discretionary behavior of employees that is not required in their official job description, but which helps the organization achieve its effectiveness (Organ, 1988).

Researches have revealed that OCB positively contributes to cooperation, decreases turnover intentions, and creates positive organizational climate (Podsakoff et al., 2000; Ibrahim et al.,

2021). OCB enhances service delivery, accountability and responsiveness to stakeholders in public organizations. But when not accompanied with formal duties, it can be a hidden expense such as overwork or role confusion (Bolino et al., 2013). Although the dimensions evaluated have varied, Podsakoff et al. (2009) mentioned that OCB has been studied extensively and more than 30 forms are related to individual and organizational outcomes. There have been many researchers who have categorized OCB, but Organ's (1988) five-dimensional model is the most widely accepted and popular. These are:

Altruism: refers to a discretionary behavior helps others with organizational tasks or problems (Podsakoff et al., 1990; Organ, 1988) or takes the initiative to resolve organizational issues (Chiang & Hsieh, 2012). These are the actions that involve cooperating with associates in finishing work, volunteering to do tasks that are not mandatory, orienting new hires, assisting heavy load workers, and showing selflessness.

Conscientiousness: refers to a discretionary employee behavior which exceeds the minimum requirements for the job, including attendance, rule following, break time and punctuality (Podsakoff et al., 1990; Organ, 1988). It also requires hard work in addition to rule adherence (Chiang & Hsieh, 2012). Regular attendance, cleanliness, punctuality, use of break time and preservation of order are also examples of consistent and reliable behaviour.

Sportsmanship: when an employee is willing to accept less than optimal conditions without complaining (Podsakoff et al., 1990; Organ, 1988). They have a positive mindset and are not easily offended; they do not complain about small things. This diminishes the load of the supervisors, and helps them concentrate on tasks. This can mean refraining from gossips and complaints about small things.

Courtesy: refers to a discretionary behavior prevents work-related conflicts (Podsakoff et al., 1990; Organ, 1988) or it is respectful and avoids conflicts or organizational issues (Grego-Planer, 2019). In the workplace, courtesy means respecting and being considerate of colleagues, but not about demoralization or discouragement in professional development.

Civic virtue: It is more than just work-related duties, it is about doing more, being more and

doing it better, it is about a positive work environment, it is about effectiveness. It shows interest and engagement in corporate policies and practices, including, but not limited to, staying up to date on company issues and representation of employees. Civic virtue is reflected through employees' conscientious engagement in organizational life and their readiness to participate in activities that support the organization's objectives.

1.2. Organizational Culture and Its Influence on Work Behaviors

Organizational culture refers to shared values, beliefs and norms that influence employee behaviour (Schein, 2010), thus, it is a critical component in the way employees interact and conduct themselves in their job functions. Good organizational cultures create a sense of trust, teamwork, and commitment to organizational objectives, whereas poor or inconsistent cultures can cause employees to become disengaged or demoralized (Denison, 1990).

Research on OCB shows that organizational culture has a significant impact on OCB. El Badawy et al. (2017) noted that a culture that promotes teamwork, openness, and ethical values fosters employees' involvement in extra-role behaviors. Therefore, culture acts as a contextual factor that either empowers or hinders employees' desire to transcend their prescribed roles. As such, culture can be a contextual element that helps or hinders employees to do more than what they were asked to do.

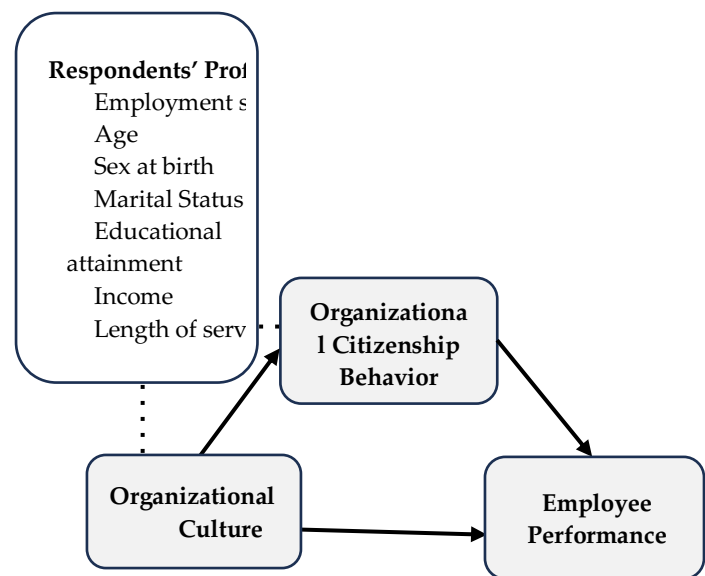
1.3. This study examines how employee performance is related to OCB and organizational culture.

Workplace performance consists of task-related achievements, contributions that strengthen the organizational environment, and the ability to adapt successfully to change and innovation (Pradhan & Jena, 2017). In Government organisations, accountabilities and efficiency are paramount, and high performers are key to achieving organisational objectives.

Research indicates that OCB benefits the individual and organizational performance by increasing productivity, quality of service and effectiveness (Podsakoff et al., 2009). Another manner by which organizational culture impacts performance is through employee motivation and indirectly through OCB (Al-Musadieq et al., 2018). But this relationship can differ depending on the work environment, management style, and worker motivation (Pratiwi & Nawangsari, 2021).

Combined, the literature indicates that OCB is influenced by organizational culture; OCB improves work performance. The mediating role of OCB is important in the understanding of how organizational practices affect outcomes, especially in public sector.

2. CONCEPTUAL FRAMEWORK



The Organizational Culture Questionnaire (OCQ) was designed by Yoo, Donthu, & Lenartowicz (2011)
 The OCB Questionnaire of Podsakoff et al. (1990)
 Employee Performance Scale developed by Pradhan & Jena (2017)

organizational culture (independent variable), OCB (mediating variable) and influencing employee performance (dependent variable) are shown. OCB refers to the extent to which the TIEZA staff members engage in behaviors beyond their job

As shown in Figure 1, the relationship between

specifications, based on the dimensions of altruism, courtesy, conscientiousness, sportsmanship and civic virtue (Organ, 1988). Task, adaptive and contextual performance are used to evaluate employee's performance.

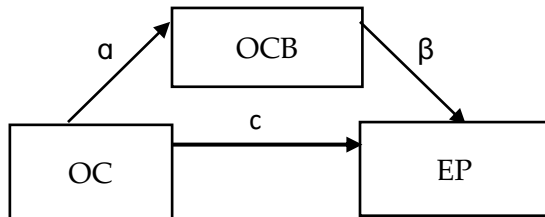


Figure 2. Mediation analysis model (Hayes, 2009)

As shown in figure 2, organizational culture has a direct effect on employee performance and the mechanism which it might exert this effect is through OCB. Several concepts are important to grasp in order to assess mediation effects in the proposed framework. A direct effect is a relationship between an independent variable (X) and a dependent variable (Y). The direct effect is the path c' (c-prime), which reflects the amount of the direct effect of the independent variable on the dependent variable when the mediator is added to the model.

Indirect effect = Indirect effect occurs when the effect of the independent variable is mediated by another variable (m) that subsequently impacts on the dependent variable (d), (Indirect effect = $\alpha*\beta$).

The total effect of two constructs is the sum of the direct effect (c) and the indirect effect ($c' + \alpha*\beta$).

Table 1. Response rate of the respondents

Employment Status	Total Population per Strata	Sample Size per Strata	Returned Survey Questionnaires	Response Rate
Permanent	225	97	88	90.00%
Cotermimus	41	18	13	72.22%
CTI	20	9	7	77.78%
Contract of Service	45	19	13	68.42%
Job Order	179	77	68	88.31%
TOTAL	510	220	189	85.91%

Source: Survey, 2023

Table 1 shows the response rate of respondents. A The result of the response rate of the respondents is shown in table 1. A total of 220 survey questionnaires were distributed to TIEZA employees; out of which 189 were retrieved and

3. METHODOLOGY

The study used a Quantitative research design and a Survey data collection method to determine the level of organizational culture, organizational citizenship behavior (OCB), and employee performance in TIEZA, Pasay City, Philippines. A stratified sampling method was used to select 189 employees for the study ensuring proper representation in each group. A structured questionnaire was used to collect data, which included demographic data and the important constructs of the study.

This study adopted a 24-item scale developed by Podsakoff et al. (1990) to measure OCB and a 26-item scale developed by Yoo, Donthu and Lenartowicz (2011) to measure organizational culture. The performance of the employees was assessed by a scale designed by Pradhan and Jena (2017) with a total of 23 items. The participants provided informed consent, knowing about the purpose and selection of the study. Confidentiality and data protection are examples of ethical issues. Participants were guaranteed help with distress, and were given the choice to opt out without penalty. The Data Privacy Act of 2012 was fully observed with regard to anonymity and confidentiality. The data collected was analyzed with the software package Lavaan in R (Rosseel, Y.,2012).

4. RESULTS AND DISCUSSION

Response Rate of the Respondents

were found to be valid for analysis giving an overall response rate of 85.91%. The highest response rate (90.00%) was obtained from permanent employees and the lowest (68.42%) was obtained from contract of Service employees. The relatively high response rate indicates high engagement and

participation of TIEZA employees. This is in line with Baruch and Holtom (2008) who stated that 80% response rate is regarded as excellent in organizational research. To reduce the number of nonrespondents, follow-up reminders and

communication were provided and were effective in increasing participation.

Socio-Demographic Profile of the Respondents

Table 2. Summary of Socio-demographic characteristics of the respondents

Variable	Number of Respondents Frequency (n=189)	Percentage of Respondents (%)
Employment Status	88	46.56%
Permanent	13	6.88%
Cotermminus	7	3.70%
CTI (Cotermminus with the Incumbent Position)	13	6.88%
Contract of Service	68	35.98%
Job Order		
Age		
21-30 Years Old (Early Working Age)	56	29.63%
31-54 Years Old (Prime Working Age)	106	56.09%
55-64 Years Old (Old Working Age)	27	14.29%
Sex at birth		
Male	86	45.50%
Female	103	54.50%
Prefer not to say	0	0%
Marital Status		
Single	102	53.97%
Married	87	46.03%
Educational Attainment		
High School Level/Graduate (Level 1)	11	5.82%
College Graduate (Level 2)	145	76.72%
Master's Graduate (Level 3)	33	17.46%
Income		
₱10,958.00 – ₱21,194.00 (Lower Income)	65	34.39%
₱21,195.00 – ₱43,828.00 (Lower Mid Income)	74	39.15%
₱43,829.00 – ₱76,669.00 (Middle Income)	41	21.70%
₱76,670.00 – ₱131,484.00 (Upper Mid Income)	9	4.76%
Length of service		
Less than 3 Years (Early Career)	56	29.63%
3 – 10 Years (Mid-Career)	73	38.62%
10 – 20 Years (Experienced)	31	16.40%
More that 20 years (Veterans)	29	15.34%

Source: Survey, 2023

Socio-demographic characteristics of respondents showed in Table 2. The (46.56%) of employees were permanent followed by CTI employees (3.70%). Over half (56.09%) were in their prime working age (31–54), followed by early (29.63%) and old (14.29%) working age. 45.5% were males and 54.5% were females. The “prefer not to say” category was added to honor the diversity of

genders outside of male and female. 53.97% were single, and 46.03% were married. Most (76.72%) had at least a college degree, which is the minimum requirement for civil service positions that are permanent. 17.46% had post graduate education. The majority (39.15%) were in the lower middle income category, which is typical of what is earned by government officials. The majority of employees

were mid-career (38.62%) and likely due to the reorganization in TIEZA in 2013, which opened up opportunities for young professionals.

Instrument Validity

Table 3. Model evaluation of the three scales: OC, OCB, and EP

Scale	χ^2	df	p	χ^2/df	CFI	TLI	RMSEA	SRMR
OC	511.61	289.00	< .001	1.77	0.90	0.89	0.08	0.05
OCB	618.75	242.00	< .001	2.56	0.82	0.80	0.09	0.10
EP	396.02	167.00	< .001	2.37	0.91	0.89	0.09	0.05

The results of confirmatory factor analysis (CFA) are presented on the Tables 3, 4 and 5 for organizational culture, organizational citizenship behavior (OCB), and employee performance, respectively. The measurement model of the organizational culture had an adequate fit with the results ($\chi^2/df = 1.77$, CFI = 0.90, TLI = 0.89, RMSEA = 0.08, SRMR = 0.05). The model exhibited a moderate but relatively poor fit to the data for OCB ($\chi^2/df = 2.56$, CFI = 0.82, TLI = 0.80, RMSEA = 0.09), which was less than the recommended cut-off values suggested by Hu and Bentler (1999).

With regard to employees' performance, after removing Item 21, the model fit improved and the three factor structure had a good support ($\chi^2/df = 2.37$, CFI = 0.91, TLI = 0.89, RMSEA = 0.09, SRMR = 0.05). Overall, the results indicated that the adapted instruments were valid for measuring organizational culture, OCB and employee performance in the context of TIEZA. The relatively lower fit indices found for OCB are in line with previous studies that indicate that measurement performance may differ across cultural and organizational contexts (Podsakoff et al., 2000).

Reliability of Instruments

Table 4. Reliability: Cronbach's alpha for organizational culture

	Coefficient α
Power Distance	0.68
Uncertainty Avoidance	0.86
Collectivism	0.85
Masculinity	0.85
Long-term Orientation	0.85
Total	0.77

Table 5. Validity and Reliability (Cronbach's Alpha for OCB)

	Coefficient α
Conscientiousness	0.78
Sportsmanship	0.84
Civic Virtue	0.78
Courtesy	0.82
Altruism	0.86
Total	0.80

Table 6. Reliability: (Cronbach's alpha for Employee Performance)

	Coefficient α
Task Performance	0.825
Context Performance	0.919
Adaptive Performance	0.897
Total	0.952

The reliability analyses for the three scales are shown in tables 4–6. All scales had Cronbach's alpha values above 0.70 (Nunnally, 1978) which was considered to be satisfactory internal consistency. Specifically:

Overall $\alpha = 0.77$, and the subscales ranged from 0.68 (Power Distance) to 0.86. The slightly lower reliability in Power Distance is in line with the previous studies that the dimension is culturally sensitive (Güven, 2018).

Overall $\alpha = 0.80$, ranging from 0.78 to 0.86 for the subscales, reflecting good consistency.

Employee Performance: $\alpha = 0.95$, subscales ranged from 0.82 to 0.92, which indicate excellent reliability.

Overall, these findings serve as evidence that the instruments used are valid and reliable in measuring the constructs of the study, which allows for their use in the context of the Philippine Table 7. TIEZA's Organizational culture

government agency.

TIEZA's Organizational culture

	Valid	Mean	Std. Error of Mean	95% Confidence Interval Mean Upper	Description
Organizational Culture	189	3.43	0.03	3.48	Strong culture
Power distance	189	2.15	0.04	2.23	Low
Uncertainty avoidance	189	4.33	0.04	4.41	High
Collectivism	189	3.64	0.05	3.74	High
Masculinity	189	2.19	0.06	2.31	Low
Long-term orientation	189	4.37	0.04	4.45	High

The results of the study about organizational culture to the employees of TIEZA are shown in Table 7. The overall organization culture score ($M = 3.43$, $SE = 0.03$) reveals that in general, the uncertainty avoidance, collectivism and long-term orientation facets of the organizational culture are high in the employees' view of the organization of TIEZA. The cultural values are consistent with the functions of TIEZA, a Government institution for long-term development of tourism infrastructure, in which stability, planning and collaboration are paramount. A low power distance score is a sign of an open culture which has relatively flat dynamics between individuals and levels so the communication, discussion, or consultation is open from everyone. Likewise, the low score for masculinity points towards the dimensions of assertiveness and collaboration, reflecting a Table 8. Level of OCB among TIEZA employees

collaborative or inclusive environment.

These dimensions of culture offer fertile soil for discretionary behaviors. Staff members work in clear structures and also are appreciative of teamwork, which directly contributes to the organization citizenship actions. This does not mean, however, that there are no differences in perception by gender: the men reported a greater cultural alignment than women, raising the possibility that there are still gaps regarding inclusivity. This indicates that there is a need to focus more on gender responsive leadership and recognition mechanisms to ensure a cultural alignment across groups.

Level of OCB among TIEZA employees

	Valid	Mean	Std. Error of Mean	95% Confidence Interval Mean Upper	Description
Organizational Citizenship Behavior	189	3.70	0.03	3.75	High OCB
Conscientiousness	189	4.23	0.04	4.31	High
Sportsmanship	189	1.89	0.05	1.99	Low
Civic virtue	189	3.76	0.05	3.86	High
Courtesy	189	4.41	0.04	4.50	High
Altruism	189	4.24	0.04	4.32	High

Table 8 shows that TIEZA employees exhibited The results in Table 8 reveal that employees of TIEZA displayed higher ratings in conscientiousness, civic virtue, courtesy, and altruism, which are all

important factors that make a workplace cooperative and productive.

Conscientiousness ($M = 4.23$) is related to

diligence, responsibility and reliability (Organ, 1988). Employees of the TIEZA show a high level of commitment and willingly take on extra duties during busy times.

Civic virtue ($M = 3.76$) was also high, suggesting that employees were actively involved in organizational activities such as meetings, committees and decision making. They are willing to make suggestions to make the organization efficient, which is a sign of a desire to improve the organization for the benefit of others.

The highest of all dimensions, Courtesy ($M = 4.41$) is the most respectful and considerate of others. TIEZA staff have positive relationships with one another, can handle conflict in a positive way and practice positive approaches to others that help keep things positive in the workplace.

The level of altruism ($M = 4.24$) was also high, indicating that the employees would be willing to help their colleagues without expecting anything in return. Taking off work due to other employee's absences or assisting other departments with projects, for instance, provides a clear example of a healthy culture of support and selflessness that directly affects the organization's success.

The study showed, however, that the score for sportsmanship was low ($M = 1.89$). This dimension measures tolerance, fairness and resilience in the workplace (Podsakoff et al., 2009). The low rating

could be related to issues of perceived favoritism, unhealthy competition, and lack of respect for differing opinions. This could lead to lower morale, conflict among staff members and higher turnover rates, as seen in other public sector organisations.

Although this is a limitation, the high OCB scores ($M = 3.75$) among TIEZA employees indicate that there are many discretionary behaviors among employees, which positively influence their job satisfaction, productivity, and organizational commitment. The results of this study support the prevalence of OCBs among TIEZA employees, which is in line with Organ's (1988) framework. Conscientiousness, courtesy, and altruism are all highly valued in the public sector, and they are all factors of reliability, respect, and helping others. However, the low sportsmanship score indicates a possible problem area in the fairness and conflict management aspect. Previous research (Praveena & Fonceca, 2023; Romaiha et al., 2019) highlighted the importance of a positive organizational culture in boosting employees' intrinsic motivation to go beyond their job descriptions. Through TIEZA's supportive culture, the expression of OCBs is enhanced, which in turn makes TIEZA have a stronger capacity for sustainable organizational performance.

Level of Employee Performance among TIEZA employees

Table 9. Level of Employee Performance among TIEZA employees

	Valid	Mean	Std. Error of Mean	95% Confidence Interval Mean Upper	Description
Employee Performance	189	3.92	0.04	4.01	Very Satisfactory
Task performance	189	4.18	0.05	4.27	High
Contextual Performance	189	4.06	0.05	4.16	High
Adaptive Performance	189	3.50	0.04	3.57	Neutral

The results of employee performance of TIEZA are shown on Table 9. Results showed that employees' overall performance was very satisfactory ($M = 3.92$, $SE = 0.04$).

Staff regularly exceeded expectations in terms of achievement, taking on additional duties and responsibilities, and supporting the work of the organisation. However, the neutral score with regard to adaptive performance is telling. Staff demonstrated some readiness to adapt to new tools and systems, but not to complex or unexpected challenges. It implies that the strategies for human resource development used by TIEZA should go beyond the mere ability of technical competence to encompass adaptability, problem-solving ability, and change-readiness.

Frequently, high levels of contextual performance ($M = 4.06$, $SE = 0.05$) were also noted. These are activities which go beyond the scope of the primary job tasks, such as assisting colleagues, volunteering for extra job duties and being actively involved in organizational activities. Although not part of their official duties, many employees worked beyond the normal working day to participate in projects or support their colleagues, showing their dedication to the success of their organization.

Adaptive performance ($M = 3.50$, $SE = 0.04$) was rated at a neutral level in contrast to the other levels. Adaptive performance requires employee ability to adapt to change in the Table 10. Organizational culture and employee performance: Direct effects

						95% Confidence Interval	
		Estimate	Std. Error	z-value	p-value	Lower	Upper
OC	→→→ EP	0.65	0.16	3.93	< .001	0.29	1.01

Table 10 shows that organizational culture directly influenced the employee's performance with a significant level ($p < .001$), with a beta value of 0.65 and a standard error of 0.16 and a z value of 3.93. The word culture in this context implies that those who work in a supportive and positive culture had higher levels of performance.

workplace, problem solve and work with new challenges. TIEZA staff were responsive when new systems were implemented (e.g. when the project management system was upgraded), but issues arose when more complex or unexpected situations arose. This indicates the need for capacity development to enhance adaptability, problem-solving, and response to rapid changes in organizations.

Further, the correlation between low sportsmanship and neutral adaptive performance further supports this finding. Both indicate difficulties in the resilience and transition management of the TIEZA, which, if not addressed, may affect the long-term potential of TIEZA to respond to crises and change in tourism development.

The overall performance of TIEZA employees was very satisfactory ($M = 3.92$, $SE = 0.04$), reflecting their competence to perform their fundamental tasks, positive engagement in contextual tasks, and moderate adaptability to change. The results reveal that the employees are generally hardworking, dedicated and goal-oriented towards TIEZA.

The mediation analysis

Mediation analysis was performed using Hayes' (2009) Process Macro regression framework in Lavaan within R software, which analyzed the mediating effect of OCB between OC and EP among TIEZA employees.

The findings are in line with previous studies such as Suwibawa et al. (2018), Darto et al. (2015) and Lunenburg (2011), which found that organizational culture has a direct impact on organizational performance. In a similar fashion, Denison (1990) noted that organizational culture is also important in influencing the attitudes and behaviours of employees which in turn determine the

outcomes of employee performance.

The mediation analysis results are shown in Table 11, which shows that there is a mediation in the relationship between organizational culture and employee performance in the form of organizational citizenship behavior (OCB). The indirect effect was statistically significant ($\beta = 0.37$, S.Organizational culture was found to have a significant impact on OCB ($E = 0.13$, $z = 2.89$, $p < .001$), which in turn, has a significant influence on employee performance. This implies that a positive organizational climate

fosters citizenship behaviors and that the citizenship behaviors are linked to better job performance. With regards to the TIEZA, employees who perceived the organizational culture to be positive tended to be more likely to engage in discretionary behaviors like helping other employees and voluntarily doing extra work. This is in line with Organ's (1988) definition of OCB and also supported by Cameron and Quinn (2011) and Denison (1990) who believe that, OCBs are a result of organizational culture which leads to performance enhancement.

Table 11. The Mediating Role of OCB between organizational culture and employee performance: Indirect effects

	Estimate	Std. Error	z-value	p-value	95% Confidence Interval	
					Lower	Upper
OC → OCB → EP	0.37	0.13	2.89	0.00	-0.02	0.74

When employees perceive that their contributions are recognized and that the organization genuinely cares about their well-being, they are more inclined to engage in behaviors that extend beyond their formal responsibilities. Such actions may include voluntarily assisting coworkers, taking proactive initiatives, and contributing to organizational activities without being

explicitly required to do so. These discretionary efforts enhance workplace effectiveness and contribute positively to overall performance outcomes. Previous studies by Organ (1988) and Podsakoff et al. (2000) highlighted the important role of organizational citizenship behavior in translating favorable organizational conditions into improved individual performance..

Table 12. Organizational culture and employee performance as mediated by OCB: Total effects

	Estimate	Std. Error	z-value	p-value	95% Confidence Interval	
					Lower	Upper
OC → EP	1.01	0.20	5.02	<.001	0.47	1.53

The overall effect of organizational culture on employee performance was also significant ($\beta = 1.01$, $SE = 0.20$, $z = 5.02$, $p < .001$), as shown in Table 12. This means that direct or indirect routes work synergistically to improve employee performance. The results concur with Schien (2010) who noted that positive culture contributes to increased satisfaction, motivation and involvement in the job.

The total effect ($\beta = 1.01$) indicates that besides the direct impact on performance, a positive

organizational culture also had a direct effect on OCB, which further increased the performance. This finding agrees with Cameron and Quinn (2011), who claim that culture affects not only employee satisfaction but also discretionary effort.

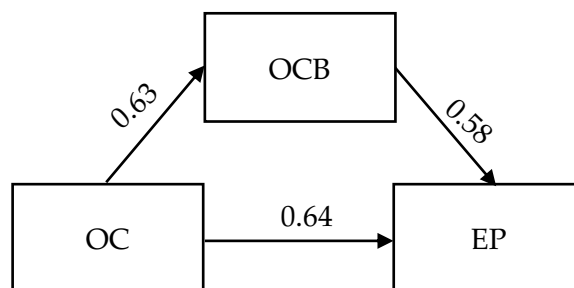


Figure 3. Path analysis model using Lavaan package in R.

All these relationships were further confirmed through path analysis model (Figure 3). Compounds of organizational culture and OCB and of OCB and employee performance were significant ($\beta = 0.63, p < .01$; $\beta = 0.58, p < .001$, respectively). These relationships accounted for 44.2% of the variance in employee performance ($R^2 = 0.442$). The results confirm the results of past research (Darto et al., 2015; Chen, Hu, & King, 2018) that proposed that OCB is a significant factor affecting the outcomes of performance.

Interestingly, the results indicated that the direct effect of OCB was significantly higher than that of culture ($\beta = 0.58$ vs. $\beta = 0.64$). This reinforces the need for behaviours to be developed beyond the job description. These behaviours seem to be promoted at TIEZA through recognition programmes, leadership support and professional development and

lead to improved performance.

The mediation analysis provided results that confirmed that the role of OCB (Mediator) is significant in the mediation of the relationship between organizational culture and employee performance. In particular, high cultural dimensions (collectivism, long-term orientation) led to courtesy, altruism and civic spirit which in turn increased task performance and contextual performance. This highlights the importance of this mechanism of culture to performance: discretionary behaviors link formal structures to effective outcomes.

Importantly, the impact that OCB had on performance was greater than the impact of organizational culture alone. This reinforces the need to foster behaviors outside of job descriptions. This is likely already happening within TIEZA's recognition programs and leadership support, but such structures (especially for sportsmanship and adaptive performance) do need to be instituted.

Table 16. Organizational Culture: Socio-demographic

Variables		N	Mean	SD	SE	f-value	t-value	p-value	Remarks
Employment Status	Permanent	88	3.43	0.32	0.03	0.074		0.99	Not Significant
	Cotermminus	68	3.44	0.32	0.09				
	CTI	7	3.36	0.39	0.07				
	Contract of Service	13	3.43	0.30	0.08				
	Job Order	13	3.44	0.39	0.05				
Age	Young working age	56	3.38	0.36	0.05	0.85		0.429	Not Significant
	Prime working age	106	3.45	0.33	0.03				
	Old working age	27	3.46	0.35	0.07				
Gender	Male	86	3.52	0.35	0.04		3.439	< .001	Males have significantly higher OC values than females.
	Female	103	3.36	0.32	0.03				
Marital status	Single	102	3.41	0.34	0.03		-1.14	0.26	Not Significant
	Married*	87	3.46	0.34	0.04				
Educational Attainment**	Highschool	11	3.56	0.37	0.11	1.36		0.26	Not Significant
	College	145	3.41	0.33	0.03				

	Graduate School	33	3.48	0.39	0.07		
Income**	Low	65	3.45	0.38	0.05		
	Lower middle	74	3.40	0.34	0.04		
	Middle	41	3.44	0.28	0.04	0.41	0.74
	Upper middle and above	9	3.48	0.24	0.08		
Job tenure**	Less than 3 years	56	3.76	0.35	0.05		
	3 – 10 years	73	3.71	0.31	0.04		
	10 – 20 years	31	3.68	0.39	0.07	0.32	0.81
	More than 20 years	29	3.57	0.34	0.06		

* Including widow/er and separated

** ANOVA using Type III Sum of Squares

Relationship between the respondent's profiles and organizational culture

Table 16 reveals the connection between the socio-demographic profile of the respondents and organization culture. The results revealed that there was no significant difference in organizational culture perceptions with respect to employment status, ($f=0.074$, $p=0.99$). The perception about the organizational culture of employees is same irrespective of their type of employment with TIEZA. Mean scores ranged from CTI employees ($M=3.36$, $SD=0.39$) to job order employees ($M=3.44$, $SD=0.39$). There were indicators that there were some common and integrated cultural programs for different types of jobs that promoted efficiency and the satisfaction of employees.

The results indicate that there was no significant difference between the ages ($f=0.85$; $p=0.429$). Perceptions remained stable across early, prime, and older working age groups ($M= 3.38$, $SD= 0.36$; $M= 3.45$, $SD=0.33$; $M=3.46$, $SD= 0.35$). This indicates that TIEZA's culture is universal and effective for ages. Interestingly, these results are also opposite to Sürücü and Sürücü (2020), who discovered that the younger workers had a higher perception of the organizational culture.

A significant difference in sex was determined ($t=3.439$, $p<0.001$). There were significant differences in the organizational culture values reported by male and female employees; males

reported higher values ($M=3.52$, $SD=0.35$) than did females ($M = 3.36$, $SD = 0.32$). This suggests men perceive or experience organizational culture more positively than women at TIEZA. Holt and DeVore (2005) recommended that men work to keep their dominant place, which could affect how they perceive. Yet, El Badawy, Trukillo-Reyes and Magdy (2017) found no gender difference in cultural perceptions amongst Egyptian and Mexican employees.

There was no significant difference between marital status and TIEZA in terms of culture perception ($t=-1.14$, $p=0.26$). Married employees ($M=3.46$, $SD=0.34$) had slightly higher perceptions than single employees ($M= 3.41$, $SD=0.34$). This implies inclusivity – marital status is not strongly associated with culture perception.

The differences in education were also not significant ($f=1.36$, $p=0.26$). There was no significant difference in the perceptions of the different levels of education, except that employees with only a high school education reported slightly higher perceptions ($M=3.56$, $SD=0.37$) than those at the college level ($M= 3.41$, $SD = 0.33$) and graduate level ($M=3.48$, $SD=0.39$).

There were no significant differences due to income level ($f = 0.41$, $p = 0.74$). But, high-income employees' perceptions of organizational culture were generally

favorable.

There were no differences in tenure of employment between sectors ($f = 0.32$, $p = 0.81$). Cultural perception scores were higher among employees with less than 3 years of service ($M = 3.76$, $SD = 0.35$) as compared to those with more than 20 years of service ($M = 3.57$, $SD = 0.34$). This is consistent with the findings of El Badawy et al. (2017), who showed that the newer employees are likely to

have higher perceptions of organizational culture.

TIEZA's organizational culture is seen consistently with majority of the socio-demographic groups, and for gender this pattern is clearly discernible, with male participants having a significantly higher perception of organizational culture than females.

Table 17. Organizational Citizenship Behavior: Socio-demographic

Variables		N	Mean	SD	SE	f-value	t-value	p-value	Remarks
Employment Status	Permanent	88	3.73	0.29	0.03	3.049		0.018	Significant ***
	Cotermminus	68	3.72	0.32	0.09				
	CTI	7	3.33	0.41	0.15				
	Contract of Service	13	3.84	0.31	0.09				
	Job Order	13	3.66	0.40	0.05				
Age	Young working age	56	3.74	0.35	0.05	2.84		0.133	Not Significant
	Prime working age	106	3.70	0.34	0.03				
	Old working age	27	3.58	0.36	0.07				
Gender	Male	86	3.69	0.38	0.04		-0.382	0.70	Not Significant
	Female	103	3.71	0.32	0.03				
Marital status	Single	102	3.41	0.34	0.03		-1.14	0.26	Not Significant
	Married*	87	3.46	0.34	0.04				
Educational Attainment**	Highschool	11	3.53	0.44	0.13	3.19		0.05	Not Significant
	College	145	3.68	0.34	0.03				
	Graduate School	33	3.81	0.30	0.05				
Income **	Low	65	3.64	0.42	0.05		2.30	0.08	Not Significant
	Lower middle	74	3.70	0.30	0.04				
	Middle	41	3.74	0.29	0.05				
	Upper middle and above	9	3.94	0.24	0.08				
Job tenure**	Less than 3 years	56	3.76	0.35	0.05	1.83		0.14	Not Significant
	3 – 10 years	73	3.71	0.31	0.04				
	10 – 20 years	31	3.68	0.39	0.07				
	More than 20 years	29	3.57	0.34	0.06				

* Including widow/er and separated

** ANOVA using Type III Sum of Squares

*** Ptukey

Relationship between the respondent's profiles and OCB

Table 17 presents the correlation between socio-demographic characteristics of the respondents and OCB. The employment status had a significant effect on the OCB ($p = 0.018$). COS employees reported the highest OCB ($M = 3.82$, $SD = 0.31$), followed by permanent ($M = 3.73$, $SD = 0.29$) and coterminous employees ($M = 3.72$, $SD = 0.32$). The level of responsibility employees feel toward their employers could influence their level of motivation to engage in extra-role behaviors; employees who have secure or stable jobs might be more motivated to engage in extra role behaviors than COS employees might be to prove their value to their employers. This is consistent with Ibrahim, Abu Bakar and Amin (2018) who found that OCB was higher among employees who had contracts as they would like to maintain their reputations and employability for the future.

On the other hand, the OCBs were lowest for CTI employees ($M = 3.33$, $SD = 0.41$). This could be due to issues of inadequate incentives, no salary increment and not being included in the performance based bonuses even though the former PTA benefits are still provided during the reorganization in 2013 by TIEZA. These conditions can hinder discretionary behaviors as suggested by Chen, Hu, and King (2018), which indicated that job security and incentives can negatively impact OCB.

Table 18. Post Hoc Comparisons - Employment Status

		Mean Difference	SE	t-value	p _{Tukey}
Permanent	Coterminus	0.01	0.10	0.08	1.00
	CTI	0.40	0.13	3.03	0.02
	COS	-0.11	0.10	-1.04	0.84
	JO	0.07	0.06	1.27	0.71
Coterminus	CTI	0.40	0.16	2.49	0.10
	COS	-0.11	0.13	-0.85	0.92
	JO	0.06	0.10	0.60	0.98
	COS	-0.51	0.16	-3.20	0.01
CTI	JO	-0.33	0.13	-2.48	0.10
	COS	0.17	0.10	1.70	0.44

Note. P-value adjusted for comparing a family of 5

To further explore the possible influence of employment-related characteristics on organizational citizenship behavior (OCB), a Tukey-Kramer multiple comparison analysis was conducted, as shown in Table 18. The findings confirmed the conclusions put forward by Podsakoff et al. (2000) who argued that OCB is influenced by the nature of working conditions and, hence, permanent employees demonstrated significantly higher levels of OCB than CTI personnel. The pattern could be due to the relative stability of jobs of permanent employees and lower commitment and motivation in non-permanent employees.

No demographic factor yielded a significant difference in OCB, apart from employment status. But there are some descriptive patterns that help to illuminate employee behaviour.

Regarding age, the results showed greater mean scores for younger employees ($M = 3.74$, $SD = 0.35$) than for employees in the prime working age range

($M = 3.70$, $SD = 0.34$) than for the older employees ($M = 3.58$, $SD = 0.36$). While none of these differences were statistically significant, they confirmed El Badawy, Trukillo-Reyes, Magdy (2017) who proposed that younger workers tend to be more likely to undertake voluntary behaviours that are beneficial to the organisation. The finding of the present study, however, is different from Perdhana and Dewi (2017) who found that older employees had higher citizenship behavior scores than the younger workers.

There were slight differences between genders on the measure of OCB. The mean score for females ($M = 3.71$, $SD = 0.32$) was slightly higher than that for males ($M = 3.69$, $SD = 0.38$). This is similar to study results from previous studies that showed that in organizational settings, women tend to be more interpersonal, cooperative, and provide helping behaviors (Allen & Rush, 2001; Bahrami et al., 2013; Perdhana & Dewi, 2017).

The same trend was observed for marital status.

Married employees reported a somewhat higher level of OCB ($M = 3.46$, $SD = 0.34$) than single employees ($M = 3.41$, $SD = 0.34$). But the difference was not significant and reinforces previous studies that indicate that marital status is not a significant factor when it comes to citizenship behaviour in the workplace (Igbinomwanhia & Akinmayoma, 2014).

Higher levels of education seemed to have a positive relationship with OCB. The employees with the highest educational attainment (postgraduate) had the highest average score ($M = 3.81$, $SD = 0.30$), suggesting that higher educational exposure may increase employees' awareness of the importance of voluntary contributions in addition to the job. The results of the present study are in line with the findings of Abdullah and Kamil (2020).

There was a similar trend with income level. The results showed that among employees, the upper-middle income category and the high income category had OCB scores of $M = 3.94$, $SD = 0.24$, indicating that possibly there is a relationship between economic status and OCB. The result is consistent with Sudha (2020) who found that the socioeconomic status has positive relationship with OCB, but inconsistent with Abdullah and Kamil (2020) who found no association between socioeconomic status and OCB.

In terms of length of service, those with relatively short tenure in the organization had higher OCB scores ($M = 3.76$, $SD = 0.35$) compared to those with longer tenure ($M = 3.57$, $SD = 0.34$). The difference was not statistically significant, however, it could suggest that newer employees are more motivated to have positive relationships and prove themselves to be part of the organization, which is aligned with the findings of

Chen, Hu, and King (2018).

Overall, the only demographic variable that significantly distinguished the citizenship behavior scores of OCB reports of employees of TIEZA was employment classification, with CTI employees having the lowest scores of citizenship behavior. Other demographic factors showed some trends but were not found to have a significant effect. The results indicated that organizational and employment conditions might be more influential on OCB than personal characteristics, which reinforces the need to pay attention to how an organization is structured to promote discretionary employee behaviors.

Technological strategies to encourage Organizational Culture, OCB, and Employee Performance

This section provides the TIEZA staff's perspectives on how to develop organizational culture, increase OCB, and boost employee performance using open-ended questions. The strategies are grouped into thematic areas, and are designed in a comprehensive way that combines culture-building, discretionary behaviors and performance improvement.

Strategies to fostering Organizational Culture, OCB, and Employee Performance

TIEZA employees' insights on fostering organizational culture, enhancing OCB, and improving employee performance through open-ended question are presented in this section. The strategies are organized into key thematic areas, reflecting a holistic approach that integrates culture-building, discretionary behaviors, and performance improvement.

Strategy Area	Organizational Culture	OCB	Employee Performance
Promoting Work-Life Balance and Open Communication	-Emphasizing the importance of leaders modeling behaviors they wish to see in their staff	-Encouraging harmony, teamwork, and cooperation among coworkers	-Providing regular forums for open communication between management and employees, ensuring all voices are heard regardless of employment status
Training and Development	-Conducting regular seminars and training sessions focused on organizational behavior,	-Incorporating OCB-related topics into onboarding programs and ongoing training	-Implementing workshops that emphasize innovation, creativity, and

	leadership, and value enhancement	efforts	collaborative work among different departments
Leadership and Management Practices	-Adopting a servant leadership approach inspired by examples like Pope Francis, emphasizing humility, empathy, and fairness	-Ensuring managers lead by example and demonstrate OCB in their daily interactions	-Providing leadership development programs that empower managers to foster a positive work culture and support OCB initiatives
Employee Engagement and Recognition	-Creating opportunities for employees to participate in decision-making processes fosters a sense of ownership and commitment to TIEZA's success	-Establishing a culture of appreciation and recognition for employees who demonstrate OCB	-Implementing formal recognition programs, bonuses, promotions, and other incentives tied to OCB contributions
Organizational Culture and Environment	-Implementing policies and practices that promote fairness, transparency, and equity across all levels of the organization	-Cultivating a positive work environment that encourages proactive behavior and responsibility among employees	-Conducting regular assessments of organizational culture and value alignment to reinforce desired behaviors

Source: Survey, 2023

Organizational and Institutional Development (OID) Implications

The results of this study can provide lessons not just for TIEZA but for all GOCCs in the Philippines. In addition to being good governance practices like the Performance Based Bonus (PBB), the results also highlight how organizational culture and OCB can offer more profound, long-lasting means of enhancing employee performance.

Several institutional levers can be highlighted from an OID perspective:

Structural Lever: 1. Tackle employment gaps across categories. Low OCB scores among CTI employees highlight the importance of an inequitable structure in undermining engagement. A review of the benefits, recognition and development opportunities of various types of employment could produce a more level playing field supporting discretionary behaviours.

2. Cultural Lever: Strengthen inclusiveness and recognition. Improving policies that foster fairness, gender equality and recognition of discretionary efforts will create a positive and fair organizational culture for all employees.

3. Capacity Building: Build adaptive capacity.

The neutral adaptive performance indicates a need for employees to be trained in problem solving, innovation and crisis response. These skills are essential for a tourism agency dealing with the unknown in the world as well as in the local environment.

Leadership Lever #4: Institutionalize servant leadership. Humility, empathy and support are the traits of leadership that build OCB and culture. The values need to be demonstrated by managers as part of their daily practice and should be rewarded for their own actions.

5. Change Management Lever: Use tools like Lewin's model (Unfreeze – Change – Refreeze) to embed cultural and behavioural change. For TIEZA, this may involve breaking cycles of bias, establishing new, inclusive recognition initiatives, and establishing these as organizational habits.

When these levers are operationalized, TIEZA can continue to maintain a high-performance culture with a focus on OCB, inclusivity and adaptability. This also supports their efforts to reform the broader GOCC, as it suggests that sustainable performance improvement requires less of a compliance-based incentive and more a focus on building culture, citizenship behaviors and

resilience.

5. CONCLUSION

The study focused on the inter-relationships between organizational culture, organizational citizenship behaviour (OCB) and employee performance in the Tourism Infrastructure and Enterprise Zone Authority (TIEZA). The results showed that overall, the employees had a positive attitude towards the organizational culture and high levels of OCB and employee performance. The statistical analyses revealed that organizational culture is a significant predictor of employees' performance, which means that the values, norms and practices in the workplace have an important role in influencing employees' effectiveness in performing their duties. The findings indicate that creating a positive, participative, value-based organizational climate may positively affect other employee productivity and organizational effectiveness.

More importantly, the study has shown that the organizational culture has a significant effect on the employee's performance in the form of a mediating process between the two, namely OCB. It is important to note that the benefits of a positive organizational culture are not just in terms of performance; they are enhanced when employees willingly undertake behaviours that are beyond the scope of their formal job descriptions, for instance, cooperating, being self-initiating and supporting colleagues. Demographic factors had some influence on OCB, but employment status was a meaningful differentiator, implying that structural and employment-based factors might affect employees' desire to engage in discretionary behaviors. In general, the study highlights the importance of creating a positive organizational culture along with citizenship behaviors as complementary to support sustainable employee performance in public sector organizations.

• **Practical Implications**

This study's results have managerial implications which are very important for public-sector organizations, such as TIEZA. Thus, the importance of organizational culture, both directly and indirectly, on employee performance indicates that management should focus on strengthening shared values, trust, collaboration, and employee

involvement initiatives. The leaders need to create an environment where employees give extra effort beyond their job description and can be encouraged to do so by implementing recognition schemes, leadership development, communication and employee engagement initiatives. Furthermore, special attention should be paid to the policies related to employment, since employees' discretionary behaviours vary by employment type, with job security and perceived organization support potentially influencing employees' willingness to engage in discretionary behaviours. Organizations are able to improve the effectiveness of their employees and the overall organizational performance by developing a positive organizational culture and reinforcing citizenship behaviors.

For future research, the following recommendations are offered:

The findings are generalizable to the broader public sector and other government agencies because the study did not include other public-sector employees. Further research should expand that scope of investigation. Longitudinal research designs can also be used to investigate the longitudinal relationships between organizational culture, OCB and employee performance. Other mediating and moderating variables, such as employee engagement, job satisfaction, organizational commitment, leadership style, psychological empowerment, and perceived organizational support, can also be examined in future studies to gain a better understanding of how these variables affect employee performance. A comparison study in various setting and cultural differences would add to the literature by highlighting factors that build and/or weaken the relationships found in this study.

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