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ORGANIZATIONAL CITIZENSHIP BEHAVIOR, EMOTIONAL INTELLIGENCE, PUBLIC SERVICE MOTIVATION, AND WORK PERFORMANCE OF LOCAL GOVERNMENT EMPLOYEES IN REGION XI: A STRUCTURAL EQUATION MODEL

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ABSTRACT
This study aimed to establish the best-fit structural model for the work performance (WP) of local government employees in Region XI, considering organizational citizenship behavior (OCB), emotional intelligence (EI), and public service motivation (PSM) as exogenous latent variables. A non-experimental quantitative research design was employed. Stratified random sampling selected 400 local government employees in Region XI to participate in the survey. Data analysis included descriptive statistics, correlation tests, multiple regression analysis, and Structural Equation Modeling (SEM). Results indicated that OCB and EI levels were high, whereas PSM and WP were rated very high. Correlation analysis revealed a significant positive relationship between exogenous and endogenous latent variables. Multiple regression analysis showed that EI and PSM significantly influenced WP, accounting for 65.6% of its variance. SEM confirmed that OCB, EI, and PSM are significant predictors of WP. Key observed variables included altruism, civic virtue, and courtesy for OCB; interpersonal sensitivity, motivation, and self-awareness for EI; compassion, commitment to the public interest, and attraction to policymaking for PSM; and task performance, contextual performance, and adaptive performance for WP. This study provides empirical evidence supporting the role of OCB, EI, and PSM in enhancing WP in the public sector. The findings offer insights for policymakers and organizational leaders to develop strategies that promote employee motivation, emotional intelligence training, and citizenship behaviors to improve public service performance.

KEYWORDS: *Local Government Employees, Organizational Citizenship Behavior, Emotional Intelligence, Public Service Motivation, Work Performance, SEM*

INTRODUCTION

Workplace factors influence work performance, including a lack of job knowledge, technical skills, motivation, and proper working conditions [1]; [2]; [3]. Reports on poor performance highlight stress and work overload as primary contributors to decreased productivity. Studies show that 57% of employees experience stress, while 68% struggle with work overload. Additionally, many employees seek medical attention due to work-related stress [4]; [5]; [6].

Work performance is completing tasks efficiently and accurately meeting quality, cost, and speed standards. It plays a crucial role in both employee growth and organizational success. Effective training programs can enhance performance by fostering behavioral change, improving efficiency, and aligning employee contributions with a company's vision and mission [7]; [8]. Strong performance helps companies achieve their goals and pave the way for employees to advance in their careers [9]; [10].

Research suggests that organizational citizenship behavior (OCB), emotional intelligence (EI), and public service motivation (PSM) significantly influence and predict work performance [11]; [12]; [13]; [14]; [15]; [16]; [17]. Employees with strong OCB tend to collaborate well with colleagues, which enhances their effectiveness [18]; [19]; [20]. Similarly, those with high EI navigate workplace relationships better, improving performance [21]; [22]; [23]. High-PSM employees find their work meaningful. This behavior positively affects work, leading to higher motivation, efficiency, and productivity [24]; [25]; [26].

There were previous studies on organizational citizenship behavior (OCB), emotional intelligence (EI), public service motivation (PSM), and work performance. However, those were individual studies. Thus, this study is different and unique because it is a structural equation modeling (SEM) to bridge this gap. It analyzed the relationships between OCB, EI, PSM, and work performance among local government employees in Region XI. The findings will contribute new knowledge to public administration and provide empirical insights for policymakers, HR professionals, and public administration leaders in designing targeted strategies to enhance employee performance and well-being in government organizations.

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OBJECTIVES

This study is intended to determine and establish the best-fit structural model for the work performance of local government employees. This study sought to answer the following objectives:

1. To describe the organizational citizenship behavior (OCB) level among local government employees using the following key indicators: altruism, conscientiousness, civic virtue, sportsmanship, and courtesy.
2. To assess the emotional intelligence (EI) level by examining these components: emotional resilience, faithfulness, influence, interpersonal sensitivity, intuitiveness, motivation, and self-awareness.
3. To determine the level of public service motivation (PSM) among local government employees with these indicators: compassion, self-sacrifice, attraction to policymaking, and commitment to the public interest.
4. To gauge the level of work performance on these aspects: counterproductive work behavior, adaptive performance, task performance, and contextual performance.
5. To verify the significance of the relationships between work performance and its predictors: organizational citizenship behavior, emotional intelligence, and public service motivation.
6. To identify the best-fit structural model that explains the work performance of local government employees. This study would provide empirical insights that could enhance efficiency in the workplace, motivation, and overall public service effectiveness.

Hypothesis

1. No significant relationships exist between work performance, organizational citizenship behavior, emotional intelligence, and public service motivation.
2. Organizational citizenship behavior, emotional intelligence, and public service motivation do not significantly influence work performance.
3. There is no structural model for job performance.

Theoretical Framework

Two theories anchor this study: Adams' Equity Theory [27] and Vroom's Expectancy Theory [28]. Adam's Equity Theory expounds on how an individual's perception of fairness affects his motivation and work performance. The theory maintains that individuals measure work fairness by comparing inputs versus outputs. Inputs can be in the form of effort, skills, and experience they put into work, while outputs are the salary, recognition, and promotions they attained. They feel inequity if they observe an imbalance between their inputs and outputs with their peers. This feeling leads to tension and changes in their work behavior. Under-rewarded employees reduce their efforts or may leave work and seek employment elsewhere. On the other hand, those who feel rewarded and motivated are likely to stay committed to their work.

Adams' Equity Theory applies exceptionally in public service, where motivation and perceived fairness can significantly affect work performance and organizational citizenship behavior [29].

Vroom's Expectancy Theory [28] also provides a strong base for recognizing work motivation and performance. This theory suggests that an individual gets motivated by these three key components: expectancy, instrumentality, and valence. Expectancy refers to the confidence that effort will become successful, instrumentality is when one believes that his performance will reap rewards, and valence is when personal value is placed on those rewards.

Local government employees are willing to perform highly in their work and develop organizational citizenship behaviors as long as they are rewarded. These rewards can be in the form of career growth, financial incentives, or personal fulfillment.

Integrating Equity Theory and Expectancy Theory provides a comprehensive understanding of the factors influencing work performance, emotional intelligence, and public service motivation among local government employees. These theories offer significant understandings of the roles of fairness, motivation, and expected rewards in determining employee behavior in the workplace, which impact public service.

METHODS

This study is quantitative, using a causal-comparative approach. It examined the relationships among organizational citizenship behavior (OCB), emotional intelligence (EI), public service motivation (PSM), and work performance of local government employees. SEM or Structural Equation Model is used to analyze the best-fit model of government employees' work performance. SEM analyzes multiple relationships between the observed and latent variables simultaneously, thus giving a complete comprehension of the influence of OCB, EI, and PSM on the work performance of government employees. Moreover, the study is also descriptive-correlational as it measured and described the statistical relationships between the prime variables.

The study's respondents were 400 local government employees in the Davao Region, determined through stratified random sampling. The stratified random sampling ensures equal representation of samples across selected cities. Respondents included were

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those who had rendered at least one year of service in the government and had permanent employment status. The exclusion of samples includes temporary, casual, or job-order employees and those working with the government but assigned to other regions. The study observed research ethics by assuring the respondents of the confidentiality and anonymity of their participation.

Additionally, the respondent voluntarily consented and signed the Informed Consent Form, although they could withdraw their participation without consequences. Notably, the study was approved by the University's Ethics Review Committee, ensuring ethical standards. Besides these, the University employed a plagiarism tool to uphold the academic integrity of the paper. These are the survey instruments used in this study: the Work Performance Questionnaire (WPQ) [30], the Organizational Citizenship Behavior Questionnaire (OCB) [31], the Emotional Intelligence Questionnaire (EIQ) [32], the Public Service Motivation Questionnaire (PSMQ) [33]. Although these were already standardized questionnaires, the instruments underwent content validation with an excellence rating of 4.65. Pilot testing further refined the tools, with an alpha of .954, ensuring consistency and accuracy of the instrument.

The study followed a structured SEM process involving model specification, data collection and estimation, model evaluation, and modification. SEM can accurately model latent variables, correct measurement errors, and estimate relationships. This method meaningfully provided an understanding of how OCB, EI, and PSM influence work performance in the public sector. This study will help policymakers and HR personnel design strategies to enhance government employees' motivation and productivity.

RESULTS AND DISCUSSION

Table 1

Summary Table of the Levels of Organizational Citizenship Behavior, Emotional Intelligence, Public Service Motivation, and Work Performance of Local Government Employees in Region XI

Response	SD	Mean	Descriptive Level
Organizational Citizenship Behavior	0.57	4.00	High
Emotional Intelligence	0.53	4.14	High
Public Service Motivation	0.58	4.21	Very High
Work Performance	0.57	4.18	Very High

Presented in Table 1 is the summary of the findings of every variable: organizational citizenship behavior, emotional intelligence, public service motivation, and work performance among the government employees in the Davao Region. The table shows that OCB and EI have high ratings, with mean scores of 4.00 and 4.14, respectively. These scores suggest that government employees often demonstrate positive behaviors. Based on the data collected, these behaviors include cooperation, emotional awareness, and responsibility in their roles.

Remarkably, respondents rated PSM and WP very highly. The mean scores were 4.21 and 4.18, respectively, suggesting employees' high motivation and commitment to serve the public. The very high mean score given to work performance suggested that government employees' productivity is high. The SD for all variables ranges between 0.53 and 0.58. These numbers indicate small variability in the survey responses. In other words, most respondents have similar OCB, EI, PSM, and WP levels.

The findings suggest that local government employees in Region XI exhibit strong motivation, effective emotional intelligence, and high levels of work performance, which are essential for efficient public service delivery.

Table 2

Significance of the Relationship between Exogenous and Endogenous Latent Variables

Exogenous Latent Variables	Work Performance				
	Task Performance	Contextual Performance	Adaptive Performance	Counterproductive Work Behavior	Overall
Organizational Citizenship Behavior	.452** .000	.468** .000	.426** .000	.471** .000	.494** .000
Emotional Intelligence	.706** .000	.721** .000	.710** .000	.676** .000	.765** .000
Public Service Motivation	.726** .000	.752** .000	.716** .000	.675** .000	.780** .000

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p is significant at 0.01

Table 2 shows the statistical analysis results examining the relationship between three exogenous latent variables (Organizational Citizenship Behavior, Emotional Intelligence, and Public Service Motivation) and four types of work performance (Task Performance, Contextual Performance, Adaptive Performance, and Counterproductive Work Behavior). An exogenous variable is an independent variable that is not affected by other variables in the system, while a latent variable is not directly observed but is inferred from other variables that are observed and directly measured.

Correlation coefficients range from -1 to 1. If r is positive, it means that the increase of one variable tends also to increase the value of the other. If negative, it indicates the decrease of one variable as the other decreases. The closer the correlation coefficient is to 1 or -1, the stronger the relationship between the variables.

All the values in this table are positive, suggesting that higher levels of Organizational Citizenship Behavior, Emotional Intelligence, and Public Service Motivation are associated with better work performance in all areas examined.

The double asterisks (**) next to each correlation coefficient suggest that these relationships are statistically significant, meaning they are unlikely to have occurred by chance. The .000 next to each correlation coefficient likely represents the p-value, a measure of statistical significance. A p-value of .000 suggests a very high level of statistical significance. Table 5 suggests that Organizational Citizenship Behavior, Emotional Intelligence, and Public Service Motivation all have significant positive relationships with various aspects of work performance.

Table 3

Significance of the Influence of Organizational Citizenship Behavior, Emotional Intelligence and Public Service Motivation on Work Performance of Local Government Employees

	Work Performance			
Exogenous Variables	*B*	β	*t*	*Sig.*
Constant	.647		4.684	.000
Organizational Citizenship Behavior	.040	.041	1.085	.279
Emotional Intelligence	.364	.360	6.431	.000
Public Service Motivation	.451	.466	9.239	.000
R	.812			
R^2	.659			
ΔR	.657			
F	255.481			
ρ	.000			

Table 3 presents the results of a multiple regression analysis examining the impact of Organizational Citizenship Behavior (OCB), Emotional Intelligence (EI), and Public Service Motivation (PSM) on the Work Performance of local government employees. The analysis reveals that EI ($\beta = 0.360$, $t = 6.431$, $p < 0.001$) and PSM ($\beta = 0.466$, $t = 9.239$, $p < 0.001$) significantly and positively influence work performance. This indicates that employees with higher emotional intelligence and public service motivation tend to perform better.

In contrast, OCB ($\beta = 0.041$, $t = 1.085$, $p = 0.279$) shows a weak and statistically nonsignificant relationship with work performance, suggesting that OCB does not substantially impact job performance in this model. The overall model is highly significant ($p < 0.001$), with an R^2 of 0.659, meaning that EI, PSM, and OCB explain 65.9% of the variance in work performance. The high F-statistic (255.481, $p < 0.001$) confirms the model's strong predictive capability.

In summary, EI and PSM are strong predictors of work performance, while OCB does not show a statistically significant effect. The findings emphasize the importance of emotional intelligence and motivation in enhancing government employees' job performance.

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Table 4
Summary of Goodness of Fit Measures of the Five Generated Models

Model	P-value (>0.05)	CMIN / DF (0<value<2)	GFI (>0.95)	CFI (>0.95)	NFI (>0.95)	TLI (>0.95)	RMSEA (<0.05)	P-close (>0.05)
1	.000	7.153	.793	.849	.829	.828	124	.000
2	.000	4.059	.859	.926	.904	.914	.088	.000
3	.000	4.050	.859	.925	.904	.915	.087	.000
4	.000	3.396	.872	.942	.920	.933	.077	.000
5	.077	1.310	.976	.996	.984	.994	.028	.982

Legend:
CMIN/DF – *Chi-Square/Degrees of Freedom* NFI –*Normed Fit Index*
GFI – Goodness *of Fit Index* TLI -*Tucker-Lewis Index*
RMSEA –*Root Mean Square of Error Approximation* CFI– Comparative *Fit Index*

Table 4 presents the Goodness of Fit Measures for five generated models, assessing their suitability in explaining the relationships between variables in the study. Several statistical indicators are used to evaluate the models, including p-value, CMIN/DF, GFI, CFI, NFI, TLI, RMSEA, and P-close, each with specific criteria for an acceptable model fit.

Models 1 to 4 fail to meet the required fit criteria, as evidenced by their p-values of 0.000, indicating that these models do not sufficiently explain the data. Additionally, their CMIN/DF values exceed 2, and most fit indices (GFI, CFI, NFI, TLI) fall below the recommended threshold of 0.95, meaning they do not adequately capture the relationships among the variables. Furthermore, their RMSEA values are above 0.05, and P-close values are 0.000, reinforcing that they lack a strong model fit.

Model 5 emerges as the best-fit model, satisfying all recommended thresholds. It has a p-value of 0.077 (>0.05), indicating no significant difference between the model and the observed data, which is ideal for a structural equation model. The CMIN/DF value of 1.310 falls within the acceptable range (0 < value < 2), confirming a good model fit.

Additionally, Model 5 shows excellent goodness-of-fit indices, with GFI = 0.976, CFI = 0.996, NFI = 0.984, and TLI = 0.994—all exceeding the 0.95 benchmark, indicating a strong match between the hypothesized model and the data. RMSEA = 0.028 (<0.05), suggesting a very low approximation error. P-close = 0.982 (>0.05) confirms the model's strong fit.

Among the five models tested, Model 5 is the most statistically valid and best explains the relationships between organizational citizenship behavior (OCB), emotional intelligence (EI), public service motivation (PSM), and work performance (WP). Its superior goodness-of-fit measures suggest that this model can confidently interpret and predict employee work performance within the local government context.

The Best Fit Structural Model of Work Performance

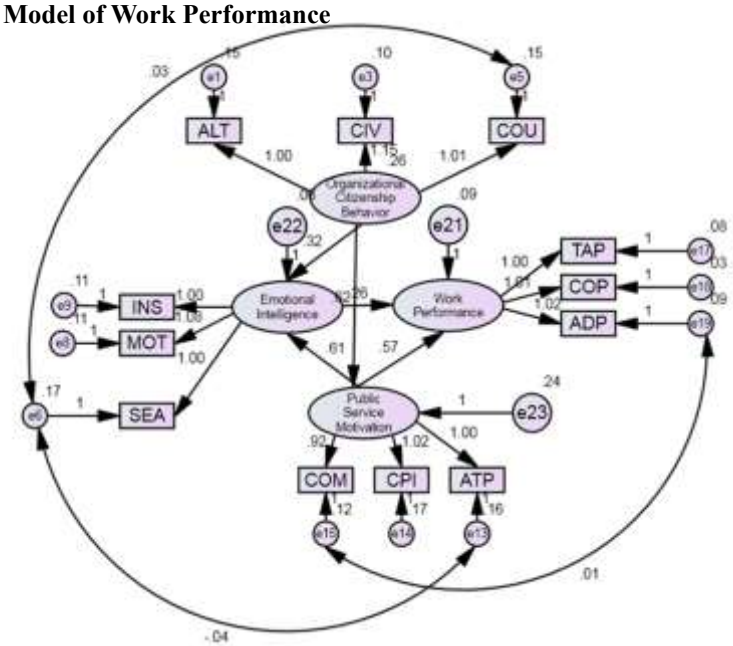


Figure 1: The Best Fit Structural Model of Work Performance

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Legend:

Organizational Citizenship Behavior
ALT-Altruism
CIV- Civic Virtue
COU- COurtesy
Emotional Intelligence
INS-Interpersonal Sensitivity
MOT- Motivation
SEA- Self-Awareness
Public Service Motivation
COM-Compassion
CPI-Commitment to Public Interest
ATP-Attraction to Policymaking
Work Performance
TAP-Task Performance
COP-Contextual Performance
ADP-Adaptive Performance

Figure 1 introduces the best-fit structural model of the work performance of government employees. It illustrates the relationships between organizational citizenship behavior (OCB), emotional intelligence (EI), and public service motivation (PSM) as predictors of work performance (WP) among local government employees. It visually represents how these factors influence work performance through various observed indicators. The model shows that relevant indicators of OCB are altruism (ALT), civic virtue (CIV), and courtesy (COU). These indicators reveal the employees' willingness to contribute positively to their organization beyond their formal duties. However, the regression results showed a weak and not statistically significant effect on work performance. The model suggests that OCB is not a prime driver of employee performance, although it may be helpful.

On another note, the model shows that the relevant indicators for emotional intelligence are self-awareness (SEA), interpersonal sensitivity (INS), and motivation (MOT). The model suggests that high emotional intelligence can help regulate emotions. Thus, employees with high SEA, INS, and MOT can easily understand others and stay motivated, resulting in improved work performance. Notably, the model shows EI's standardized coefficient as having a significant favorable influence on work performance. The result suggests that employees with high emotional intelligence would perform better and could adapt to their roles very well.

As for public service motivation (PSM), the model revealed the following relevant indicators: commitment to public interest (CPI), compassion (COM), and attraction to policymaking (ATP). These indicators have a strong influence on work performance. The model suggests that government employees with a deep commitment to public service would be highly dedicated to their tasks. The result of the regression analysis revealed that PSM strongly affects work performance. The result means that employees with a sense of duty and public service responsibility would likely excel in their jobs.

Additionally, the model shows that work performance (WP) has these relevant indicators: task performance (TAP), contextual performance (COP), and adaptive performance (ADP). These indicate how employees complete tasks, adapt to changes, and contribute positively to the workplace. The model emphasizes the significant roles of EI and PSM on work performance. However, OCB plays a less significant role in WP.

The best-fit structural model generated in this study confirms that emotional intelligence and public service motivation are the strongest predictors of work performance among government employees. The best-fit model stresses that commitment to public service, emotional regulation, and motivation are imperatives of effectiveness and productivity. The model also reveals that OCB can contribute to work performance, but its contribution would not significantly impact work performance. The findings suggest that organizations aiming to improve their employees' performance should focus on and prioritize programs that would enhance emotional intelligence and public service motivation.

CONCLUSION

The study's findings reinforce the anchor theories: Equity Theory and Expectancy Theory. The findings highlight that public service motivation and emotional intelligence can enhance work performance. Moreover, intrinsic motivation to serve the public is key to job effectiveness. Thus, organizations should prioritize hiring and training programs that advance public service motivation and improve employee performance.

EI's and OCB's high levels indicate proactive workplace behaviors and interpersonal skills, contributing positively to work performance. Emotional intelligence is key to managing stress and sound decision-making. On the other hand, although results show that OCB has no significant impact on work performance, it is one of the several aspects of collaboration in the workplace.

Emotional intelligence, public service motivation, and work performance have strong relationships and interact in complex ways, especially in a bureaucracy. Thus, the HR departments of government and other organizations must reassess their recruitment and training strategies to develop emotional intelligence and public service motivation.

This study offers a general model of work performance, with emotional intelligence and public service motivation as strong predictors in organizational contexts. Further research could explore the relationships further to refine the strategies for enhancing government employee's motivation and effectiveness.

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RECOMMENDATIONS

Public service or government agencies should assess aspirants or applicants regarding public service motivation. Human resource managers can use behavioral interviews and other evaluation tools to assess the applicant's motivation to serve the public. Moreover, organizations should invest in training programs focusing on empathy, self-regulation, and interpersonal skills for improved employee effectiveness. Managers and supervisors should also reinforce OCB by recognizing and rewarding proactive behaviors in the workplace to improve performance.

It is also crucial that there is equity in the workplace because its influence on performance is direct. Thus, HR policies should maintain a fair distribution of workloads, rewards, and promotions. Policies should align with the principles of equity theory for sustained high levels of motivation and productivity.

Rather than giving isolated programs, organizations should design integrated programs to respond to the interconnectedness of EI, OCB, and PSM. Also, performance evaluation metrics should include OCB, EI, PSM, and other traditional tools for job effectiveness to ensure a more holistic employee assessment.

Finally, future research may delve into longitudinal studies to assess the sustained influence of OCB, EI, and PSM on work performance, especially on organizational training interventions between public, private, and non-profit sectors. These recommendations can refine the hiring process, training, and performance management systems across organizations and not only in the public sector.

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