

Organizational Culture and Citizenship Behaviour of the City Government of Digos

ABSTRACT

Aims: This study intends to describe the city government of Digos' organizational culture and organizational citizenship behavior and examine the relationship between them. This research also endeavors to investigate the influence of profile variables namely employees' age, sex, position, department and years of service on the organizational citizenship behavior.

Study design: This study adopts the quantitative, non-experimental research design particularly the causal-correlational design. The independent variable is the organizational culture with the dimensions dominant characteristics, employee management, organizational leadership, organizational glue, strategic emphasis and criteria of success. The dependent variable on the other hand is organizational citizenship behavior with the indicators altruism, courtesy, sportsmanship, conscientiousness and civic virtue.

Place and Duration of Study: This study was conducted in the City Government of Digos City, Province of Davao del Sur, Region XI, Philippines from the period January 2018 to June 2018.

Methodology: Two questionnaires were utilized namely the organizational culture assessment instrument (OCAI) and the 25-item organizational citizenship behavior scale. These were administered to 196 employees of the City Hall of Digos. Following the correlational research design, the study made use of the mean, Pearson product moment correlation coefficient and the general linear model as statistical tools to address the objectives of the study.

Results: For organizational citizenship behavior of the city government of Digos, results indicate that the dimensions namely altruism, courtesy and sportsmanship were found to be high while conscientiousness and civic virtue were found to be very high. Elements of organizational culture had significant correlation with particular dimensions of organizational citizenship behavior. It was found that the dominant characteristic have significant correlation to courtesy. The organizational leadership was also found to significantly correlate with conscientiousness. The employee management culture was also found to significantly correlate with. The strategic emphasis culture also significantly correlates with civic virtue. The criteria for success scenario significantly correlated with altruism. The results of the analysis using the general linear model to identify profile variables that significantly influence the different organizational citizenship behavior indicators. It was found that the employees' sex had a significant influence of altruism. Courtesy and sportsmanship was significantly influenced by employees' department and sex. Conscientiousness and civic virtue were affected by employees' department.

Conclusion: Prevailing organizational culture of the city government of Digos under the context of dominant characteristics, organizational leadership, management of employees, organizational glue, strategic emphasis and criteria of success were found. The level of organizational behavior was also described as high for the indicator's altruism, courtesy and

sportsmanship, while conscientiousness and civic virtue of the organization were described as very high. Significant relationships also existed among various organizational culture scenarios and indicators of organizational citizenship behavior. Finally, it was found that employees' sex and department significantly influenced specific indicators of organizational citizenship behavior.

Keywords: Organizational Culture, Organizational Citizenship Behavior, City Government

1. INTRODUCTION

In an organization, each employee is expected to perform certain roles as specified by the job descriptions and superior's expectations. However, sometimes, individuals perform certain tasks or exhibits certain behavior above and beyond his call of duty. This extra role behavior is spontaneous and does not result in any formal reward. This is termed as organizational citizenship behavior and was defined by Organ (1988) as individuals' that is discretionary, not directly or explicitly recognized by formal rewards system and in aggregate promotes the efficient and effective functioning of the organization.

Organizational citizenship behavior is the human behavior which is required to be studied in the context of an organization. Organizations could not survive or prosper without their members behaving as good citizens by engaging in all sorts of positive organization-relevant behavior. Because of the importance of good citizenship for organizations, understanding the nature and sources of organizational citizenship behavior) has long been a high priority for organizational scholars (Bateman and Organ, 1983; Organ, 1988) and remains to be so.

Organizational culture within a given frame work can shape organization citizenship behavior among employees. This indicates that the higher the organizational culture will shape the OCB behavior making better. The results of the study showed that organizational culture had a positive effect on OCB, Annisa and Eko (2014) found that organizational culture had a significant effect on OCB, in line with the research of Muhdar, et al., (2015) which suggests that organizational culture is the most dominant variable having significant effect on Organizational Citizenship Behavior (OCB).

Likewise, the subject of organizational culture has been considered as one of the central elements that contribute to organizational success. Theorists and practitioners suggest that improving organizational culture assists in regaining organizational competitiveness and citizenship behavior (Yeung, Brockbank & Urich, 1991). Organizational culture a picture of how the organization operates and the values that characterize it will be revealed.

Philippine local government units are also organizations, with a particular culture and citizenship behavior. However, there have been limited studies on this type of inquiry in the local setting. Particularly, the city government of Digos is an organization which may be studied under the context of organizational citizenship behavior. This study intends to investigate the significant relationship between organizational citizenship behavior and its possible predictor which is organizational culture. This research also endeavors to investigate the influence of profile variables namely employees' age, sex, position, department and years of service on the organizational citizenship behavior.

1.1 Theoretical Framework

Due to operational definitions and empirical research findings, the research theoretical framework is a pattern based on the theoretic relationship between the relevant factors and variables affecting the research topic are derived from the research literature including

60 Daniel Denison's theory-based organizational culture and the organizational citizenship
61 behavior based on the theory of Organ.

62

63 Pro social Organizational Behavior by Brief and Motowildo (1986) used the concept of
64 Prosocial Organizational Behavior to describe any behavior in an organizational setting
65 aimed at improving the welfare of someone to whom the behavior is directed. The definition
66 does not restrict pro social Organizational Behavior to direct organizational relevance.

67

68 Dyne et al (1995) also posited the Extra role behavior: - This term is defined as behavior
69 which attempts to benefit the organization that goes beyond existing role expectations.
70 Organizational citizenship behavior /helping has been positioned by Dyne et al (1995) as a
71 larger framework of extra role behavior that enhances the effective bonds among
72 organizational members arises from, generates positive emotional states of members and
73 promotes consensus rather than conflict.

74

75 Organ (1988) elaborates five specific categories of discretionary behavior and the
76 contribution of each to efficiency. Altruism is directed towards other individuals, but
77 contributes to group efficiency by enhancing individual's performance; participants help new
78 colleagues and give freely of their time. Conscientiousness is the thoughtful use of time to
79 enhance the efficiency of both individuals and the group; participants give more time to the
80 organization and exert effort beyond the formal requirements. Sportsmanship increases the
81 amount of time spent on organizational endeavors; participants decrease time spent on
82 whining, complaining and carping. Courtesy prevents problems and facilitates constructive
83 use of time; participants give advance notices, timely reminders and appropriate information.
84 Civic virtue promotes the interests of the organization broadly; participants voluntarily serve
85 on committees and attend functions.

86

87 Mohanty and Rath (2012) established the relationship between organizational culture and
88 organizational citizenship behavior and their indicators.

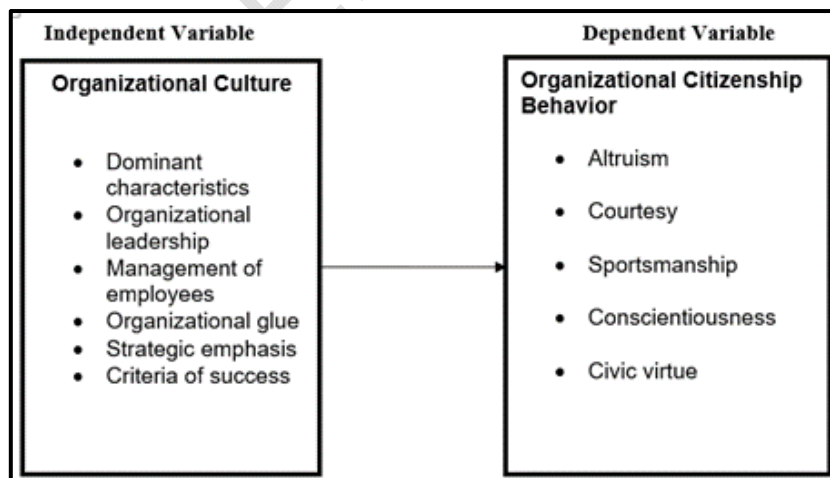
89

90 1.2Conceptual Framework

91

92 The figure above is the conceptual models on which the study is based. The model assumes
93 and hypothesizes that all dimensions considered for analysis in organizational culture and
94 organizational citizenship behavior impact each other.

95



96

97

98 **Fig. 1.Conceptual Framework of the Study**

1.3 Statement of the Problem

101

102 The main focus of the study is to determine the significant relationship between
103 organizational citizenship behavior and its possible indicator which organizational culture
104 and the influence of profile variables. Specifically, it sought to answer questions on (1) what
105 is the level of organizational culture of the of the city government of Digos in terms of
106 dominant characteristics, organizational leadership, management of employees,
107 organization glue, strategic emphasis and criteria of success. Also, on what is the level of
108 organizational citizenship behavior of the city government of Digos in terms of altruism,
109 courtesy, sportsmanship, conscientiousness and civic virtue. Hence, significant relationship
110 between organizational culture and organizational citizenship behavior of the city
111 government of Digos is tested. Finally, on what influence do employment and demographic
112 variables have on the organizational citizenship behavior of the city government of Digos.

113

1.4 Significance of the Study

114

116 The study would contribute to the body of knowledge about culture of purpose through the
117 perspectives of the organizational citizenship behavior of department heads, employee's
118 feelings about their jobs, and their motivation to work because they find the job challenging
119 and satisfying with the expectation of accomplishment and rewards. The findings of this
120 study will be beneficial to the following: This study will serve as a basis for the Chief
121 Executive and Public Officials in planning effective programs to upgrade and develop the
122 organizational citizenship behavior of department heads to create the best foundation in their
123 culture of purpose. Moreover, the result of the study will encourage department heads to
124 build up their abilities to foster the best behavior in the organizational citizenship.
125 Furthermore, the result of the study will give confidence to employees to put together up
126 their skills to foster good relationship with their department heads. Additionally, this study will
127 serve as a reference material for other researchers by providing them with information which
128 may be used for further investigation and studies.

129

2. METHODOLOGY

130

132 Presented in part are the research design, research locale, population and sample, research
133 instrument, data collection and statistical tool.

134

2.1 Research Design

135

137 This study adopts the quantitative, non-experimental research design particularly the causal-
138 correlational design. Correlational technique is a non-experimental design, where researcher
139 examines the relationship between two or more variables in a natural and normal setting
140 without manipulation and control in correlational studies, the researchers examine the power
141 of relationships between variables by determining how change in one variable is correlated
142 with change in the other variable. It earnestly intends to seek the relationships between two
143 co-variables, or independent behaviors, situations or events.

144

145 A correlation could either be positive or negative. A positive correlation is defined as the
146 positive relationship between the two independent co-variables, and that as one increase, so
147 as the other. Negative correlation means that there is a negative relationship between the
148 two independent co-variables, where the increase in one co-variate is related to a decrease in
149 the other (Keegan, 2014). Generally, correlational studies have independent and dependent
150 variables, but the effect of independent variable is observed on dependent variable without
151 manipulating the independent variable (Patidar, 2013).

In this study, the independent variable is the organizational culture with the dimension's dominant characteristics, employee management, organizational leadership, organizational glue, strategic emphasis and criteria of success. The dependent variable on the other hand is organizational citizenship behavior with the indicator's altruism, courtesy, sportsmanship, conscientiousness and civic virtue.

2.2 Research Setting

This study was conducted in the City Government of Digos City, Province of Davao del Sur, Region XI, Philippines. Digos City as a component city of Davao del Sur Province, is 50 km away from Davao City. Its coordinates are 6° 45' 22.7" North Latitude and 125° 21' 19" East Longitude. It is bounded on the north of Sta. Cruz, in the south of Hagonoy, in the west by Matanao municipalities and in the east by the Davao Gulf. On its physical characteristics, it covers 26 barangays with a total land area of 287.87 sq.km. It lies in the foothills of Mt. Apo. Digos City River serves as primary channels of run-off water from upland areas and from the city's drainage system. Outfall areas are drained into the Davao Gulf.

It is a second-class city and has a total population of 170,690 based from the 2015 census. Agriculture is a major component of Digos City economy. Some 9,330 households or 37% of the total households are dependent on agriculture for their livelihood. Of the total households dependent on agriculture, 91% are engaged in farming and the remaining 9% in fishing. The more important agricultural crops grown in the area include coconut, sugarcane, mango and banana. Among the agricultural crops, the staple crops rice and corn are the most widely grown.

2.3 Sample

The subjects and respondents of this study were 196 employees of the City Government of Digos. This is a representative sample from the population of 267 as declared by the Human Resource Management Division. Stratified random sampling method was used in the selection of the respondents.

The mode of stratification is based on the following departments: The City Planning Development Office, Budget Office, Accounting Office, Treasurers Office, City Environment & Natural Resources Office, General Services Office, City Social Welfare & Development Office, Veterinary Office, City Agriculture, OCEEM-City Enterprise Manager, HRMO, Administrator's office, City Engineering Office, OSP-Secretariat, Civil Security Unit, Local Civil Registrar and City Health Office consists of 267 regular employees (CGOD-HRMO).

2.4 Data Gathering

There are two main instruments for data gathering in this study. Both of these questionnaires underwent validation by faculty members of the Southern Philippines Agribusiness, Marine and Aquatic School of Technology.

The first survey questionnaire of the study is the Organizational Culture Assessment Instrument (OCAI). The purpose of the OCAI is to assess six key dimensions of organizational culture namely dominant characteristics, organizational, management of employees, organizational glue, strategic emphasis and criteria of success. In completing the instrument, a picture of how the organization operates and the values that characterize it will be revealed. This was obtained electronically from Pearson Education Inc and authored by Cameron and Quinn (2000) in their article Changing Organizational Culture.

The second instrument was the organizational citizenship behavior which consists of 25 items which cover the five indicators namely altruism, courtesy, sportsmanship, conscientiousness and civic virtue.

The following steps were undertaken to gather data from the respondents who are employees of the city government of Digos City. First, securing permission from the city Mayor of Digos. The researcher submitted a formal letter to the office of the City Mayor for proper permission and consultation. After approval, the researcher proceeded to the request of permission to the respective department heads. Then, securing permission from the heads of the departments. The researcher submitted letters of permission to the 17 department heads for proper endorsement and consultation as to the mode of administration of the questionnaire. Finally, administration of the Instrument. The researcher personally administered the survey questionnaire to the employees.

2.5 Statistical Treatment

To treat the gathered data, first descriptive measures like relative frequency, central tendency, normality to describe both profile of employees and their responses for organizational culture and organizational citizenship behavior. Then, measures of association to ascertain the relationship between culture of purpose and organizational citizenship behavior. Causality is not necessarily considered but understanding the nature of the association among variables reveals a lot about certain social phenomena. In this study, Pearson Product Moment Correlation Coefficient may be used as it is a parametric statistic which measures the degree of linear relationship between two variables. Alternatively, Spearman rank-order correlation coefficient may be used, which is a non-parametric alternative to the Pearson's correlation coefficient, when the normality assumption is violated. Then ready for regression analysis used to model the influence of the demographic variables to the organizational citizenship behavior. The ultimate objective of regression analysis is to predict the value of the dependent variable in terms of the independent variable.

3. RESULTS AND DISCUSSION

Table 1 and 2 below presents the distribution of the participants into the employment and demographic variables respectively. Among the employment variables as found in Table 1 are the employees' department, position and years of service. It can be found that the highest number of participants are from the OCEEM (17.9%). This is because there is a large scope of work includes cemetery operations, garbage collection and maintenance of the Digos City market. This was also followed by CSU (10.7%) and CAO (11.7%). As to position, majority of the participants are rank and file (71.9%), followed by utility (15.8%) and the least are from the administration (12.2%). As to years of service, more than a quarter (27.04%) have stayed 1-5 years in service, followed by 6-10 years of service (22.45%) and 11-15 years (16.33%).

Table 1. Demographic profile of the participants

Demographic Profile Variables	Frequency	Relative Frequency (%)
Age Group		
21-30	29	14.79592
31-40	44	22.44898
41-50	63	32.14286

51-60	46	23.46939
above 60	14	7.142857
Sex		
Male	93	47.4
Female	103	52.6
Total	196	100

Table 2. Employment profile of the participants

Employment Profile Variables	Frequency	Relative Frequency (%)
Department		
City Health Office (CHO)	20	10.2
Office of the City Enterprise Manager OCEEM	35	17.9
City Treasurer's Office – CTO	10	5.1
City Accounting Office – (ACCT)	12	6.1
HRMO-Human Resource Management Office	3	1.5
CENRO-City Environment Natural Resources	4	2.0
Admin.-CITY Administrator's Office	2	1.0
OSP	6	3.1
CBO-City Budget Office	4	2.0
VET-City Veterinary Office	3	1.5
CAO-City	23	11.7
PLANNING-City Planning Office	8	4.1
GSO-General Services Office	10	5.1
CSO	25	12.8
CSU-Civil Security Unit	21	10.7
CSWD-City Social Welfare &Dev't. Office	6	3.1
LCR-CITY Local Civil Registrar Office	4	2.0
Position		
Administrative Officer	24	12.2
Rank and File	141	71.9
Utility	31	15.8
Years in Service		
1-5	53	27.04
6-10	44	22.45
11-15	32	16.33
16-20	25	12.76
21-25	23	11.73
26-30	11	5.61
31-35	7	3.57
36-40	0	0.00

Total**196****100**

256

257

258

259

260

261

Table 3. Organizational Citizenship Behavior of the City Government of Digos

Dimensions of Organizational Citizenship Behavior	Mean	Standard Deviation	Verbal Description
ALTRUISM			
1. has specific work with colleague with an organizationally relevant task or problem.	4.40	.75	Very high
2. serves to improve organizational effectiveness in different ways.	4.18	.83	High
3. has essential ability of helping behaviors.	3.84	.94	High
4. has no direct link, or one-to-one relationship, between every instance of helping behavior and a specific gain for the organization.	3.62	.99	High
5. has helping behavior will eventually be advantageous for the organization	4.35	.81	Very high
Average	4.08	.61	High
COURTESY			
1. aims at preventing work-related conflicts with others.	4.15	.76	High
2. is polite and considerate of others.	4.23	.79	Very high
3. asks fellow employees if they would like a cup of coffee while you are getting one for yourself.	4.01	1.02	High
4. makes extra copies of the meeting agenda for your teammates.	4.05	.98	High
5. gives a colleague ample notice when you alter something that will affect them	4.24	.91	Very high
Average	4.14	.68	High
SPORTSMANSHIP			
1. shows willingness on the part of employees.	4.28	.87	Very high
2. signifies the employee's tolerance of less-than-ideal organizational circumstances without complaining and blowing problems out of proportion.	4.11	.80	High
3. has the ability to roll with the punches" even if they do not like or agree with the changes that are occurring within the organization.	4.18	.89	High
4. reduces the amount of complaints from employees that administrators have to deal with.	4.15	.85	High
5. helps employee to conserve time and energy.	4.22	.88	Very high
Average	4.19	.68	High
CONSCIENTIOUSNESS			
1. accepts and adhere to the rules, regulations, and procedures of the organization.	4.31	.78	Very high
2. motivates themselves to perform a task that they would like to accomplish.	4.17	.86	High
3. shows trait markers of political conservatism.	4.09	.94	High
4. has self-directedness and persistence.	4.15	.92	High
5. is hard-working, reliable, and persevering.	4.37	.86	Very high
Average	4.22	.69	Very high
CIVIC VIRTUE			
1. shows concerns and active interest in the life of the organization.	4.22	.84	Very high
2. encompasses positive involvement in the concerns of the organization.	4.12	.82	High
3. meets and keep up with what is going on with the organization in general.	4.17	.81	High
4. defends the organization's policies and practices when they are	4.17	.78	High

challenged by an outside source.

5. shows concerns and active interest in the life of the organization.

4.31

.79

Very high

Average

4.20

.63

Very high

262

263

264

265

266

267

268

269

270

271

272

273

274

275

276

277

278

279

280

281

282

283

284

285

286

287

288

289

290

291

292

293

294

295

296

297

298

299

300

301

302

303

304

305

306

307

308

309

310

311

The results for the description of organizational culture of the employees of the city government of Digos. There are five dimensions of organizational culture namely; Dominant characteristics, organizational leadership, management of employees, organizational glue, strategic emphasis, criteria of success. Under each dimension are four scenarios in which the employees expressed their perception as to frequency of the manifestation of each scenario in the actual workplace. After data screening, it was found that all the items were found to be normally distributed, thus the mean and standard deviation were used to describe organizational culture. The dominant characteristics of the city government of Digos can be best described as *"the organization is very results-oriented. A major concern is with getting the job done. People are very competitive and achievement oriented"*. This item obtained the highest mean of 3.65 and was verbally described as often manifested. The organizational leadership of the city government of Digos was described best by the employees as *"The leadership in the organization is generally considered to exemplify entrepreneurship, innovating, or risk taking."* This scenario obtained a mean of 3.62 which was verbally described as often manifested. In terms of management of employees, the best description for the city government of Digos was *"The management style in the organization is characterized by security of employment, conformity, predictability, and stability in relationships"*. This item had a mean of 4.38 and verbally described as always. Considering organizational glue, the city government of Digos can be thought of as *"the glue that holds the organization together is the emphasis on achievement and goal accomplishment. Aggressiveness and winning are common themes"*. This item had a mean of 3.58 and verbally described as often. In terms of strategic emphasis, the highest mean of 3.61 was obtained for the description *"the organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are value"*. This item had a verbal description of often. Finally, the criteria of success for Digos City LGU was determined as *"The organization defines success on the basis of having the most unique or newest products. It is a product leader and innovator."* This item had a mean of 3.55 and is verbally described as often

Table 3 below presents the results of the description of organizational citizenship behavior of the city government of Digos with the five dimensions namely altruism, courtesy, sportsmanship, conscientiousness and civic virtue. Altruism is the principle and moral practice of concern for happiness of other human beings and/or animals, resulting in a quality of life both material, the belief in or practice of disinterested and selfless concern for the well-being of others. Generally, the level of altruism was found to be high with a mean of 4.08. All the items under altruism had a mean range from 3.62 to 4.4, indicating high to very high levels. The overall courtesy level of the city government of Digos was also found to be high with a mean of 4.14. The mean range for items under courtesy is 4.01 to 4.23 indicating high to very high levels. The level of sportsmanship was also found to be high with a mean of 4.19. Items under sportsmanship have mean range of 4.11 to 4.28 indicating high to very high levels. Remarkably, the level of conscientiousness of the city government of Digos was found to be very high with a mean of 4.22. The mean range of the items under this dimension was 4.09 to 4.37 showing high to very high levels. In describing civic virtue of the city government of Digos, this dimension has achieved a very high level with a mean of 4.2. All the items under this dimension exhibited high to very high levels with a mean range of 4.17 to 4.22.

Table 4 below shows the results of the analysis of the correlation between organizational culture and organizational citizenship behavior. Since the data were found to be normally

distributed, the Pearson product moment correlation coefficient was used. In the table, only the significant relationships are shown, that is, those correlations with p-value less than 0.05 level of significance. Elements of organizational culture had significant correlation with particular dimensions of organizational citizenship behavior.

Table 4. Relationship between organizational culture and organizational citizenship behavior

Independent variable	Dependent Variable	Person r Value	p-value	Remarks
Dominant characteristic The organization is a very personal place. It is like an extended family. People seem to share a lot of themselves.	Courtesy	0.147	0.04	Significant low positive
	Civic Virtue	0.154	0.032	Significant low positive
Organizational leadership The leadership in the organization is generally considered to exemplify entrepreneurship, innovating, or risk-taking	Conscientiousness	-0.141	0.049	Significant low negative
	Altruism	0.166	0.02	Significant low positive
Employee Management The management style in the organization is characterized by individual risk-taking, innovation, freedom, and uniqueness	Altruism	-0.151	0.035	Significant low negative
Strategic emphasis The organization emphasizes permanence and stability. Efficiency, control and smooth operations are important	Civic virtue	0.155	0.031	Significant low positive
Criteria for success The organization defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is key	Altruism	-0.148	0.039	Significant low negative
	Courtesy	-0.173	0.016	Significant low negative
	Sportsmanship	-0.141	0.049	Significant low negative
	Civic Virtue	-0.188	0.009	Significant low negative

It was found that the dominant characteristic “The organization is a very personal place. It is like an extended family. People seem to share a lot of themselves” have significant correlation to courtesy ($r=0.147$, $p=0.04$) and civic virtue ($r=0.154$, $p=0.032$). A low positive relationship exists indicating that increasing this dominant characteristic of organizational culture increases courtesy and civic virtue. The organizational leadership scenario “the leadership in the organization is generally considered to exemplify entrepreneurship, innovating, or risk-taking” was also found to significantly correlate with conscientiousness ($r=-0.141$, $p=0.049$) and altruism ($r=0.166$, $p=0.02$). Particularly, the relationship existing between the organizational leadership scenario and conscientiousness and altruism were low negative and low positive indicating that an increase in the manifestation of such

scenario decreases conscientiousness and increases altruism. The employee management culture, "the management style in the organization is characterized by individual risk-taking, innovation, freedom, and uniqueness" was also found to significantly correlate with altruism ($r=-0.151$, $p=0.035$). The relationship is described as low negative indicating that an increase in the manifestation of that scenario of culture decreases altruism. The strategic emphasis culture "the organization emphasizes permanence and stability. Efficiency, control and smooth operations are important" also significantly correlates with civic virtue ($r=0.155$, $p=0.031$). The relationship is described as low positive implying that an increased manifestation of the scenario under strategic emphasis also increases civic virtue. The criteria for success scenario "the organization defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is key" significantly correlated with altruism($r=-0.148$, $p=0.039$), courtesy($r=-0.173$, $p=0.016$) and sportsmanship($r=-0.141$, $p=0.049$). These correlations are described as low negative which means that increasing the manifestation of the specific scenario under criteria for success decreases altruism, courtesy and sportsmanship.

This study also intends to investigate the influence of the various profile variables namely employees' age, sex, department, years in service and position to organizational citizenship behavior. Table 6 below shows the results of the analysis using the general linear model to identify profile variables that significantly influence the different organizational citizenship behavior indicators. It was found that the employees' sex had a significant influence of altruism. Courtesy and sportsmanship was significantly influenced by employees' department and sex. Conscientiousness and civic virtue were affected by employees' department.

Table 5. Relationship between organizational culture and organizational citizenship behavior

Independent variables	Dependent variable	Model parameters		
		Unstandardized β coefficients	Significance value	r^2
	Altruism	Constant: 4.06	0.000	0.029
Department		0.001	0.894	
Years in service		0.001	0.329	
Position		0.082	0.595	
Age		0.003	0.586	
Sex		-0.171	0.06	
	Courtesy	Constant: 3.688	0.000	0.07
Department		0.019	0.033	
Years in service		-0.009	0.257	
Position		0.104	0.269	
Age		0.011	0.123	
Sex		-0.179	0.07	
	Sportsmanship	Constant: 3.946	0.000	0.081
Department		0.024	0.007	
Years in service		-0.007	0.370	
Position		0.073	0.421	
Age		0.007	0.326	
Sex		-0.203	0.038	
	Conscientiousness	Constant: 4.074	0.000	0.061
Department		0.021	0.023	
Years in service		-0.004	0.610	

Position		0.057	0.539	
Age		0.005	0.520	
Sex		-0.192	0.057	
	Civic Virtue	Constant: 4.308	0.000	0.042
Department		0.019	0.028	
Years in service		-0.004	0.592	
Position		-0.032	0.709	
Age		0.001	0.906	
Sex		-0.120	0.200	

4. SUMMARY, CONCLUSION AND RECOMMENDATIONS

4.1 Summary

Organizational citizenship behavior has acknowledged much attention because as employees have recognized its significant impact on organizational culture. This study described the city government of Digos' organizational culture and organizational citizenship behavior and examine the relationship between them. This research also endeavors to investigate the influence of profile variables namely employees' age, sex, position, department and years of service on the organizational citizenship behavior. Two questionnaires were utilized namely the organizational culture assessment instrument (OCAI) and the 25-item organizational citizenship behavior scale. These were administered to 196 employees of the City Hall of Digos. Following the correlational research design, the study made use of the mean, Pearson product moment correlation coefficient and the general linear model as statistical tools to address the objectives of the study. Results indicate that the prevailing organizational culture of the city government of Digos under the context of dominant characteristics, organizational leadership, management of employees, organizational glue, strategic emphasis and criteria of success. The level of organizational behavior was also described as high for the indicators altruism, courtesy and sportsmanship, while conscientiousness and civic virtue of the organization were described as very high. Significant relationships also existed among various organizational culture scenarios and indicators of organizational citizenship behavior. Finally, it was found that employees' sex and department significantly influenced specific indicators of organizational citizenship behavior.

4.2 Conclusion

The distribution of the participants were described using employment and demographic variables. The organizational culture of the employees of the city government of Digos were also described. Particularly, the dominant characteristics of the city government of Digos can be best described as "the organization is very results-oriented. A major concern is with getting the job done. People are very competitive and achievement oriented". The organizational leadership of the city government of Digos was described best by the employees as "the leadership in the organization is generally considered to exemplify entrepreneurship, innovating, or risk taking." In terms of management of employees, the best description was found to be "The management style in the organization is characterized by security of employment, conformity, predictability, and stability in relationships". Considering organizational glue, the city government of Digos can be thought of as "the glue that holds the organization together is the emphasis on achievement and goal accomplishment. Aggressiveness and winning are common themes". In terms of strategic emphasis, the description "the organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are value". Finally, the criteria of success for Digos City LGU was determined as "The organization defines success

on the basis of having the most unique or newest products. It is a product leader and innovator.”

For organizational citizenship behavior of the city government of Digos, results indicate that the dimensions namely altruism, courtesy and sportsmanship were found to be high while conscientiousness and civic virtue were found to be very high. Elements of organizational culture had significant correlation with particular dimensions of organizational citizenship behavior. It was found that the dominant characteristic have significant correlation to courtesy. The organizational leadership was also found to significantly correlate with conscientiousness. The employee management culture was also found to significantly correlate with. The strategic emphasis culture also significantly correlates with civic virtue. The criteria for success scenario significantly correlated with altruism. The results of the analysis using the general linear model to identify profile variables that significantly influence the different organizational citizenship behavior indicators. It was found that the employees' sex had a significant influence of altruism. Courtesy and sportsmanship were significantly influenced by employees' department and sex. Conscientiousness and civic virtue were affected by employees' department.

4.3Recommendation

Based on the findings of the study, further research is recommended to probe into the contextualization of the relationship between the particular dimensions of organizational citizenship behavior and organizational culture. The Human Resources Department should also consider the findings in increasing the morale and productivity of employees for the local government unit.

CONSENT

All authors declare that 'written informed consent was obtained from the participants (or other approved parties) for publication of this case report.

REFERENCES

1. Allen, T.D., & Rush, M.C. (1998). The effects of organizational citizenship behavior on performance judgments: A field study and a laboratory experiment, *Journal of Applied Psychology*, 83 (2).
2. Atchison, T.A. (2002). What is corporate culture. *Trustee*, 55(4).
3. Brief A.P & Motowildo S.J (1986) Prosocial organizational behavior. *Academy of Management Review*
4. Boggler, K.L. (2005). Madison News Report. Everyday Journal Report in the University. November 4, 2014, <http://appstore.liv.ac.uk/mind-boggler>
5. Cameron, K. S., & Quinn, R. E. (1999). Diagnosing and changing organizational culture: Based on the competing values framework. Reading, MA: Addison-Wesley
6. Chhokar J. S., Zhuplev A., Fok L.Y., & Hartman, S. J. (2004) "The impact of culture on equity sensitivity perceptions and organizational citizenship behavior: A five-country Value-based Management, Study,"
7. Dalal, R.S. (2012). A meta analysis of the relationship between organizational citizenship behavior and counterproductive work behavior. *Journal applied psychology*, 90 (6) , 1241-1255
8. Deal, T. E., & Kennedy, A. A. (1982). Corporate cultures: The rites and rituals of corporate life. Reading, MA: Addison-Wesley Publishing Company.

9. Farth, J. L., Hacket, R.D. & Liang, J. (2012) Individual-level cultural values as moderators of perceived organizational support-employee outcome relationships: Comparing the effects of power, distance and traditionality. *Academy of Management Journal*. 50, 715-729. August 5, 2015 from <http://www.bm.ust.hk/mgmt/staff/mnlfarh.html>
10. Vasyar, H.I. (2008) "Organizational citizenship behavior", the monthly policy Eighteenth Year, No. 187
11. Katz, D. (1964) "The motivational basis of organizational behavior," *Behavioral Science*, 9 (1).
12. Kowalezyk, S.J., & Pawlish, M.J. (2002) "Corporate branding through external perception of organizational culture," *Corporate Reputation Review*, 5 (2/3).
13. Latham, G. P., & Skarlicki, D. P. (1996) "Criterion-related validity of the situational and patterned behavior interviews with organizational citizenship behavior," *Human Performance*, 8 (2).
14. Lok, P., & Crawford, J. (1999) "The relationship between commitment and organizational culture, subculture, leadership style and job satisfaction in organizational change and Leadership & Organization Development Journal
15. Lowery, C. M., & Krilowicz, T. J. (1994) "Relationships among nontask behaviors, rated performance, and objective performance measures," *Psychological Reports*, 74 (1).
16. Mackenzie, S. B., Podsakoff, P. M., & Fetter, R. (1993) "The impact of organizational citizenship behavior on evaluations of salesperson performance," *Journal of Marketing*, 57 (1).
17. Moghimi, S.M. (2005), "Organizational citizenship behavior: from theory to practice" management culture, Third Year, No. XI, Winter 84, (pp. 19-48)
18. Mohanty, J & Rath, B. (2012) Influence of Organizational Culture on Organizational Citizenship Behavior: A three sector study. *Global Journal of Business Research*
19. O'reilly, C. (1989) "Corporations, culture, and commitment: Motivation and social control in organizations," *California Management Review*, 31 (4).
20. Ouchi, WG (1983) Efficient cultures: exploring the relationship between culture and organizational performance," *Administrative Science Quarterly*, 28 (1).
21. Parry, B.L. (2004). Evaluation and assessment of the effects of adversity on organizational leaderships. (Doctoral Dissertation, Brigham Young University, 2004). Proquest Digital Dissertation.
22. Podsakoff, P. M., & Mackenzie, S. B. (1994) "Organizational citizenship behaviors and sales unit effectiveness," *Journal of Marketing Research*, 31(1).
23. Raminmehr H. A. Hadizadeh Moghaddam, E. Ahmadi F, (1388), "Evaluation of the relationship between perceptions of organizational justice and organizational citizenship behavior", *Journal of Change Management*, First Year, No. 2, Second half year 2009 (p. 2, 55, 56)
24. Sarafraz, S.A & Kian, A.R. (2015) Examining the Relationship between Organizational Culture and Organizational Citizenship Behavior in the Social Security Branches of Khorramabad
25. Schein, E. (1990). *Organizational Culture*. *American Psychologist*, 45 (1).
26. Schein, E. H. (1992). *Organizational culture and leadership*. San Francisco: Jossey-Bass.
27. Sharma, V. And Jain, S. (2014) A scale for measuring Organizational Citizenship Behavior in the Manufacturing Sector, *Pacific Business Review International* Volume 6, Issue 8
28. Sharath, K.L. (2012). You stop there. *Everyday journal in the University of India*. Retrieved November 4, 2015 from <http://spaciousyoga.com/you-stop-there-lessons-from-sharath-jois>

- 513 29. Somech A, Zahavy D, Granot. M And Spitzer, R (2004) "Can we win them all?
514 Benefits and Costs of structured and flexible innovation–
515 implementations," Journal of Organizational Behavior, 25
516 30. Van Dyne, L (1995) ExtraroleBehaviour: In Pursuit of Construct and Definitional
517 Clarity, Research in Organizationa; Behavior volume 17
518 31. Warner, W. Lloyd And J. O Low (1947) "The social system of the modern factory,"
519 New Haven: Yale University Press

UNDER PEER REVIEW