

**Work Productivity Involvement Relative to the Organizational Citizenship
Behavior and Work Engagement**

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ABSTRACT

The study focused on the relationship between the predictor and outcome variables under investigation. It employed descriptive-correlational research designs to measure the study's level and relationships among variables. It investigated the descriptive and correlational values among the factors delineated as organizational citizenship behavior and work engagement in the workplace towards productivity involvement. Using purposive sampling, the respondents in the study were identified in the study. Moreover, mean, SD and Pearson r statistical tools were further used to analyze the data gathered from the various respondents. The results showed that organizational citizenship behavior (OCB) and work productivity involvement (WPI) correlate significantly. Work engagement and productivity involvement are not significantly correlated, which contradicts the previous studies. The result showed that improving OCB in the workplace caters to work involvement which leads to productivity in the work area.

Keywords: *organizational citizenship behavior, work engagement, work productivity involvement, organizational workforce, organizational productivity*

INTRODUCTION

Work productivity involvement is critical in the corporate workplace for boosting and maintaining economic growth. It measures and classifies the outcomes and successes that occur due to actions taken in the workplace. There is a need to supplement and reinforce the effort to create by reducing expenses, managing time, and interrupting jobs. Moreover, perform more smart chores and crucial routines in the workplace that boost employee-employer morale. It is elucidated in the views of (Hanaysha, 2016; Gartenstein, 2017; Stringer 2017, and Wong, 2017), who stated that in these work-policy jobs that are demarcated and offered, work productivity participation is boosted. Thus, increased job productivity improves staff morale, encouragement, and employee recognition, resulting in a well-balanced and happy workplace environment for all parties concerned (Banham, 2015).

However, specific recent study results from the United Kingdom have indicated that the average office worker is only productive for 2 hours and 53 minutes out of the working day, with most of their time at their job being spent on certain distracting routines and activities that hinder their job productivity. They have demonstrated reduced work productivity engagement in their respective workplaces. Higher employee engagement or participation results in just a 17 percent increase in job productivity. Actively disengaged employees cost the United States \$483 to \$605 billion in lost productivity yearly. It takes 23 minutes and 15 seconds to resume normal operations when a task is interrupted. (UC, 2008). Shortening working hours has recently been encouraged in Japan to increase work productivity since it is related to work-life balance, which is handled to help employees. (Masayuki, 2019). Germany has had a moderate productivity increase (1.4 percent) and almost no rise in hours, at least until the middle of the present decade, as a result of ensuring work engagement to generate productive employment that can be universally applied regardless of time and location. Sweden's productivity has expanded about twice as quickly as Germany's, accompanied by a slight but considerable rise in labor inputs (0.6 percent) during the same period. Similarly, the Netherlands grew working hours at double the pace of Sweden, although productivity declined between Germany and Sweden. (Ark et al., 2009).

The Philippines understands the importance of job productivity. It is taking steps to increase work productivity and production, allowing workers to be more productive. It encourages micro, small, and medium-sized businesses to increase their output (MSMED, 2018). It also establishes productivity standards for functional support areas such as administration, accounting, and buying (support services). However, no consistent practices influence the adoption of purely productivity/performance-based compensation. Furthermore, the general practice of offering incentives that are not directly tied to individual worker productivity but rather to overall corporate performance (DOLE, 2018).

Organizational citizenship behavior (OCB) and employee work engagement are two elements that contribute to work productivity participation. Several studies have found that it will serve as the foundation for implementing changes in the recruitment and employment of

employees or workers. Administrators-it might be used for personnel management and monitoring to increase productivity. Researchers-it will serve as a springboard for additional research in other areas of interest, notably another aspect of the employee-employer relationship.

Statement of the Problem

This study aimed to determine the relationship between work productivity involvement, organizational citizenship behavior, and employee work engagement. It sought to answer the following questions:

1. What is the level of the organizational citizenship behavior of the respondents in terms of:
 - 1.1 Organizational citizenship behavior –personal, and
 - 1.2 Organizational citizenship behavior-organization?
2. What is the level of work engagement of employees in terms of:
 - 2.1 absorption,
 - 2.2 dedication, and
 - 2.3 vigor?
3. What is the degree of work productivity involvement of employees?
4. Is there a significant relationship between,
 - 4.1 organizational citizenship behavior and work productivity involvement, and
 - 4.2 work engagement and work productivity involvement?

Null Hypotheses

Ho1: There is no significant relationship between organizational citizenship behavior and work productivity involvement.

Ho2: There is no significant relationship between work engagement and productivity involvement

Theoretical Framework

This study is based on numerous ideas that lead to the creation and development of a workplace organization, including human resources, toward job productivity. Based on the **Theory of Employee Engagement** (Hellevig, 2012), organizational leaders must guarantee that all employees are entirely engaged and turned on at work. The ideal situation is for the personnel to be dedicated entirely, in the same manner, that entrepreneurs care for their firms or individuals in general care for their households. Being engaged implies that they are immersed and interested in the job, such that it retains attention and encourages one to achieve the best. Employee engagement is concerned with achieving a company's strategic goals by establishing the circumstances for human resources to thrive and for each staff person, manager, and executive to be wholly engaged in their employment to produce their best efforts in the best interests of the organization. Engagement is a good, rewarding state of mind associated with work characterized by vigor, dedication, and absorption. Work engagement generally refers to a more permanent and widespread affective-cognitive state that is not centered on any item, event, person, or activity.

We have vigor, defined by high levels of energy and mental resilience while working, the willingness to put effort into one's task, and perseverance even in the face of challenges. Workplace involvement is accompanied by dedication, which is being deeply immersed in one's job and feeling the qualities of importance, passion, inspiration, pride, and challenge. *Absorption* is being totally concentrated, overburdened with chores, and pleasantly involved in one's job, causing time to fly by and making it impossible to extricate oneself from one's job (Schaufeli & Bakker, 2004). Including these three characteristics in the organizational setup among workers and employees may have resulted in a greater co-dependence among them, which will increase involvement in tasks and increase work productivity.

Moreover, **The Theory of Organizational Citizenship Behaviors** (OCBs) is enunciated. OCB is fundamentally based on (Barnard, 1938) and the idea that individuals' willingness to collaborate is critical and necessary to the organization. Individual, discretionary activities taken by workers outside of their formal job description are called OCBs. Managers who understand the benefits and drawbacks of OCBs may assist employees in contributing maximally to the business while avoiding burnout, resulting in increased job productivity and participation in the workplace. The following constructs must be used to express OCBs in the workplace: Employees who believe in corporate citizenship will "go the additional mile" for personal reasons - understanding these motives can lead to improved performance and work happiness; Expecting or formalizing this conduct may result in job creep or an unhealthy work/life balance; meanwhile, allowing it to go unnoticed may reduce motivation. Positive OCBs lower the need for monitoring, boost worker morale, and lead to cost-cutting recommendations. — individuals are forward-thinking in their actions and tend to pick those actions that they expect will be part of their future job; all of which free up management time; Employees that are eager and pleased to go above and beyond official work obligations will assist firms in dealing with change and unpredictability (Pickford et al., 2016).

Conceptual Framework

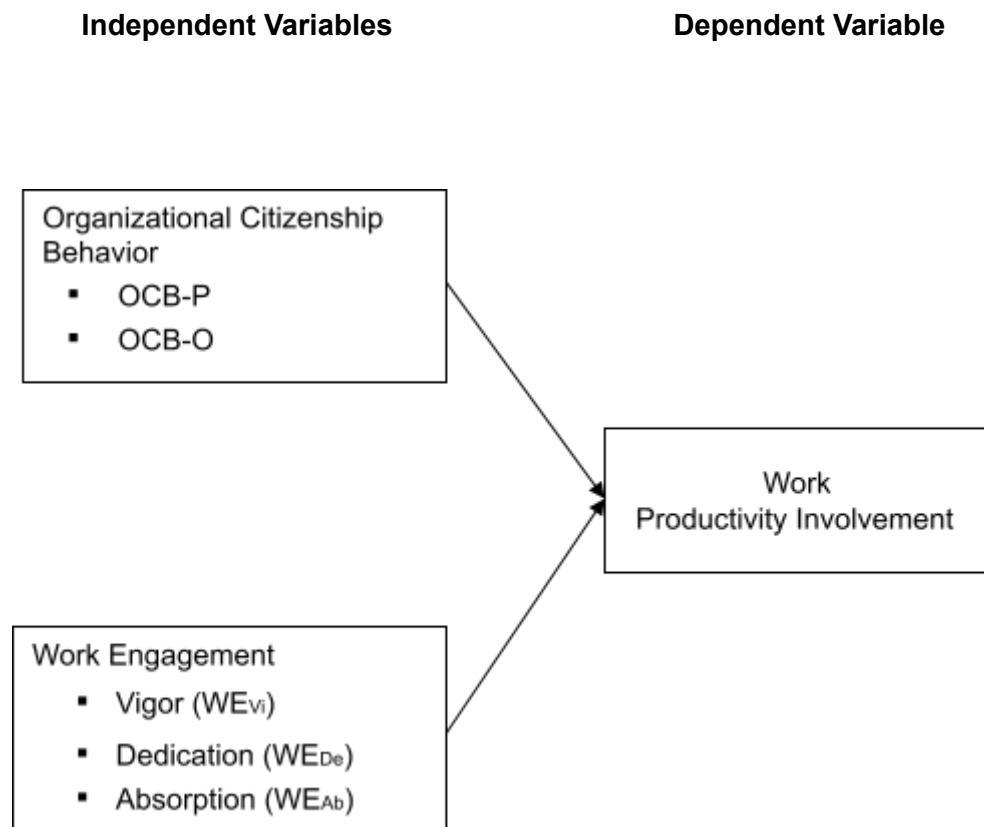


Figure 1. Conceptual Framework of the Study

METHOD

Research Design

The descriptive-correlational research designs were used in this study. Descriptive statistics are supplied to offer basic information about the variables in a data collection to demonstrate correlations between and among the variables (Trochim, 2006). It allowed us to get the level of relationship using the mean interval measures of the variables. On the other hand, the correlational design is used to investigate the link between two or more variables (Creswell, 2012). It measured the relationship between and among the variable predictors and outcomes that were investigated in this study. Finally, these measurements focused on organizational citizenship behavior, work engagement, as well as the amount of work productivity involvement that led to work productivity.

Respondents

The respondents of the study were workers and employees in a selected private Tertiary institution in Davao City. There were Thirty-four respondents selected by the use of purposive sampling that guarantees that they can provide data that are needed to ascertain the research's aims such as selecting people who are employed in the institution who belong to the rank and file, middle managers, and holding managerial and supervisory functions with sufficient expertise or interest in the subject (Baraceros, 2006).

Research Instruments

This study used an adopted Likert-scale survey questionnaires in organizational citizenship behavior (OCB) with 20 questions categorized as OCB-organization (OCBO) and OCB-Personal (OCBP). The Organizational Citizenship Behavior Checklist (OCB-C) is a 20-item measure used to assess the frequency of workplace citizenship activities. Items ask respondents to indicate how often each behavior is performed by themselves or others (e.g., coworkers or subordinates) (Fox, 2011). The 17-item question for Work Engagement is categorized as Work Engagement-Vigor (WEVi), Work Engagement-Dedication (WEDe), and Work Engagement-Absorption (WEAb). The following 17 statements are about how one feels at work. Each statement shows the job's feelings (Schaufel & Bakker, 2004). And the 14-item question on work productivity involvement (WPI) (Projects4MBA, 2022).

**Mean Interval, Description, and Interpretation of
OCB-P and OCB-O**

Range of Mean	Description	Interpretation
4.24 - 5.0	Very High	High level of interest and high-level loyalty to the organization.
3.43 - 4.23	High	Refraining from actions that may lead to unfavorable tension at the workplace and maintaining a synergistic atmosphere within the organization against any adverse incidents.
2.62 - 3.42	Moderate	Upholding high-level work awareness includes voluntary behavior that goes beyond the lowest expected role definition and the performance of workmen more than expected at the lowest level.
1.81 - 2.61	Low	Covers up all behaviors for helping others in avoiding problems to occur.
1.0 - 1.80	Very low	Includes all types of voluntary actions of workmen displayed to help their fellow workmen in performing their work and overcoming problems within the organization

Dimensions of Organizational Citizenship Behavior (Polat, 2009)

**Mean Interval, Description, and Interpretation of Work Engagement-
Dedication, Absorption, and Vigor**

Range of Mean	Description	Interpretation
4.24 -5.0	Very High	Always engaged in work.
3.43-4.23	High	Very often engaged in work.
2.62-3.42	Average	Often engaged in work
1.81-2.61	Low	Sometimes engaged in work.
1.0-1.80	Very Low	Rarely engaged in work.

Mean Interval Work Productivity Involvement

Range of Mean	Description	Interpretation
4.24 -5.0	Excellent	Very high work productivity involvement
3.43-4.23	Very Good	High work productivity involvement
2.62-3.42	Good	Average work productivity involvement
1.81-2.61	Fair	Low work productivity involvement
1.0-1.80	Poor	Very low work productivity involvement

Procedures of the Study

Letters of request for permission were made to the various offices involved in the approval and accessibility of the relevant data. Informed consent to gather data was integrated with the survey questionnaire that was sent to the respondents. The survey questionnaire, in Google Forms, was employed as well as Emails, messenger connections, and other social media accounts were used to conduct an online poll. Data were collected through spreadsheets embedded in the Google Forms

Statistical Tools

The descriptive statistics and correlational tests were calculated using the Statistical Package for Social Sciences (SPSS). The descriptive statistics used the mean and standard deviation to find out the levels of measurement of the variables. The parametric probability test analysis was used, particularly the Pearson Product Moment of Correlation that was employed to get the association between the independent variables and the dependent variable (Berman, 2016).

RESULT AND DISCUSSIONS

The results, findings, and discussions are presented below based on the study's outcome. The levels of organizational citizenship behavior, work engagement, and work productivity involvement are treated and discussed. Then, the relationship between the variables was discussed and presented below.

Level of Organizational Citizenships Behavior

Table 1. Summarized Level of Category Means of the Organizational Citizenships Behavior

	Mean	Std. Deviation	Description
Organizational Citizenships Behavior- Personal	2.61	.98	Low
Organizational Citizenships Behavior- Organization	2.68	.80	Moderate
Overall Mean of OCB	2.65	.89	Moderate

Table 1 above shows the summarized table of the category means and standard deviations of OCB-P and OCB-O. The OCB-P has a mean of ($M = 2.61$, $SD = .98$), described as **Low** and interpreted as *covering up all behaviors to help others in avoiding problems from occurring*.

Meanwhile, the OCB-O has a mean of ($M = 2.68$, $SD = .80$), described as **Moderate** and interpreted as *upholding high-level work awareness, including voluntary behavior that goes beyond the lowest expected role definition and performance of workers more than expected at the lowest level*. The overall mean of OCB has ($M = 2.65$, $SD = .89$) described as **Moderate** and also interpreted as *upholding high-level work awareness, including voluntary behavior that goes beyond the lowest expected role definition and performance of workers more than expected at the lowest level*.

This means that the organizational citizenship behavior displayed in the workplace is mediocrity and still has more space for productivity improvement. This finding conforms with the elucidated views of (Hanaysha, 2016; Gartenstein, 2017; Stringer 2017, and Wong, 2017) that more performance of smart chores and crucial routines in the workplace boosts employee-employer morale, which leads to work productivity.

Table 2. Level of Organizational Citizenships Behavior-Personal

Organizational Citizenships Behavior-Personal	Mean	Std. Deviation	Description
Lent a compassionate ear when someone had a work problem.	3.00	.85	Moderate
Lent a compassionate ear when someone had a personal problem.	2.82	1.03	Moderate
Went out of the way to give co-workers encouragement or express appreciation.	2.62	.99	Moderate
Changed vacation schedule, work days, or shifts to accommodate co-workers' needs.	2.53	1.05	Low
Helped a less capable co-worker lift a heavy box or other objects.	2.38	.95	Low
Defended a co-worker who was being "put-down" or spoken ill of by other co-workers or supervisors.	2.32	.98	Low
<i>Category Mean</i>	2.61	.98	Low
Organizational Citizenships Behavior-Organization			
Said good things about your employer in front of others.	2.94	.95	Moderate
Offered suggestions to improve how work is done.	2.73	.75	Moderate

Offered suggestions for improving the work environment.	2.71	.72	Moderate
Volunteered for extra work assignments.	2.59	.74	Low
Helped new employees get oriented to the job.	2.56	.79	Low
Gave up meals and other breaks to complete work.	2.53	.83	Low
<i>Category Mean</i>	2.68	.80	Moderate
Overall Mean of OCB	2.65	.89	Moderate

Table 2 above shows the level of *organizational citizenship behavior-personal* of the employees. The results revealed that in the OCB-P, the highest dimensional mean of ($M = 3.00$, $SD = .85$), which means "*Lent a compassionate ear when someone had a work problem*," described as **Moderate** and interpreted as *upholding high-level work awareness, includes voluntary behavior that goes beyond the lowest expected role definition and performance of workmen more than expected at the lowest level*. The lowest mean is ($M = 2.32$, $SD = .98$), which says, "*Defended a co-worker who was being "put- down" or spoken ill of my other co-workers or supervisor*," described as **Low** and interpreted as "*Covers up all behaviors for helping others in avoiding problems to occur*" described as Low and interpreted still as "*Covers up all behaviors for helping others in avoiding problems to occur*." This finding meant that the relationship between workers and their collaboration is only ordinary to listening to their problems but not extending all-out support to everyone in a problematic workplace situation. It conforms to the study of Huang & You (2011) that workers are being helped by their problems in their capacity in the workplace. It is further corroborated in the study of Jolreman et al. (2006) that workers who believe they have been a business member for an extended period exhibit higher organizational citizenship behavior in their capacity and tend to be productive.

In the same table 2 above, considered the category means, as shown from the mean interval ($M = 2.68$, $SD = .80$), has a description of **Moderate** which is interpreted as "*Upholding high-level work awareness, includes voluntary behavior that goes beyond the lowest expected role definition and performance of workmen more than expected at the lowest level*." This is supported by the study of Malanao et al. (2015) that the overall level of organizational citizenship behavior of the employees was very good and contributed to the productivity of the employees. It is further confirmed by the study of Sawitri et al. (2016) that organizational citizenship behavior affects employees' performance and directly affects productivity. It is finally confirmed by Michaelis (2015) that the relationship between high-performance work systems (HPWS) and workforce productivity is only when knowledge management is effective at medium and high levels but not at low levels.

Table 3. Summarized Level of Category Means of the Work Engagement

	Mean	Std. Deviation	Description
Work Engagement-Absorption	4.22	1.25	Very High
Work Engagement-Dedication	4.66	1.23	Very High
Work Engagement-Vigor	4.45	1.25	Very High
Overall Mean of WE	4.44	1.24	Very High

Table 3 above shows the summarized table of the category means and standard deviations of work engagement. The *work engagement -absorption* has the mean of ($M = 4.22$, $SD = 1.25$), described as **Very High** and interpreted as *always engaged in work*. The *work engagement-dedication* has the mean of ($M = 4.66$, $SD = 1.23$), described as **Very High** and interpreted as *always engaged in work*. Moreover, the *work engagement-vigor* has the mean of ($M = 4.45$, $SD = 1.25$) described as **Very High** and interpreted as *always engaged in work*. The overall mean of work engagement has ($M = 4.44$, $SD = 1.24$) described as **Very High** and also interpreted as *always engaged in work*. This means that the work engagement demonstrated remarkably leads to greater productivity. This finding confirms with Hanaysha (2016) that work engagement is connected to employee productivity participation and provides additional aspects of job engagement, such as vigor, dedication, and absorption, which substantially impact employee productivity.

Level of Work Engagement

Table 4 below shows the level of work engagement of the employees. The employees' work engagement consisted of absorption, dedication, and vigor. It has an overall mean of ($M = 4.44$, $SD = 1.24$) with a Very High description. The SD is greater than 1, which shows that the employees' answers are not so dispersed.

Table 4. Level of Work Engagement

Work Engagement-Absorption	Mean	Std. Deviation	Description
Time flies when I'm working.	4.85	1.18	Very High
I feel happy when I am working intensely.	4.71	1.29	Very High
I am immersed in my work.	4.65	1.17	Very High
It is difficult to detach myself from my job.	3.56	1.40	High
When I am working, I forget everything else around me.	3.32	1.19	Average
<i>Category Mean</i>	<i>4.22</i>	<i>1.25</i>	<i>Very High</i>

Work Engagement-Dedication			
I find the work that I do full of meaning and purpose.	4.94	1.25	Very High
I am proud on the work that I do.	4.91	1.29	Very High
To me, my job is challenging.	4.76	1.21	Very High
My job inspires me.	4.68	1.25	Very High
I am enthusiastic about my job.	4.53	1.19	Very High
I get carried away when I'm working.	4.12	1.20	High
<i>Category Mean</i>	<i>4.66</i>	<i>1.23</i>	<i>Very High</i>
Work Engagement-Vigor			
At my work I always persevere, even when things do not go well.	4.74	1.19	Very High
At my job, I feel strong and vigorous.	4.56	1.05	Very High
When I get up in the morning, I feel like going to work.	4.44	1.42	Very High
I can continue working for very long periods at a time.	4.44	1.42	Very High
I get carried away when I'm working.	4.41	1.10	Very High
At my work, I feel bursting with energy.	4.09	1.31	High
<i>Category Mean</i>	<i>4.45</i>	<i>1.25</i>	<i>Very High</i>
Overall Mean of WE	4.44	1.24	Very High

In the same Table, four above shows the level of work engagement of the *employees-absorption*. The results revealed that the highest mean ($M = 4.85$, $SD = 1.18$) in the work engagement absorption, which says, "*Time flies when I am working.*" The lowest mean has ($M = 3.32$, $SD = 1.19$), which entails "*When I am working, I forget everything else around me.*" This conscious, strong focus of the employees in the absorption of work is opposed in contrary by the study of Ferreira (2019) that stipulated the predictability of productivity loss due to presenteeism but affirmed by the study on vigilance tasks that are perceived as hard work even when Time flies (Dilliard et al., 2013).

The above Table further shows the degree of the work engagement of the *employees-dedication*. The results revealed that in the work engagement dedication, the highest mean ($M = 4.94$, $SD = 1.25$) says, "*I find the work that I do full of meaning and purpose.*" The lowest mean ($M = 4.12$, $SD = 1.20$) says, "*I get carried away when I am working.*" The study supports that dedication to work increases productivity (Ramos & Paiva, 2017). Moreover, further corroborated by Schnell (2013) emphasized, the significance of work tasks and organizational self-transcendent orientation contribute positively to the prediction of meaning in work.

Moreover, the above also shows the degree of work *engagement -vigor*. The results revealed the highest mean ($M = 4.74$, $SD = 1.19$) in the work engagement-vigor: "*At my work, I always persevere, even when things do not go well.*" The lowest mean ($M = 4.09$, $SD = 1.31$) says, "*At my work, I feel bursting with energy.*" It pointed to the result of the study of Ovadia and Lavy (2015) that perseverance is most highly associated with work performance and most negatively associated with counterproductive work behaviors.

Level of Work Productivity Involvement

Table 5 below shows the level of work productivity involvement of the employees. It has an overall mean of ($M = 2.17$, $SD = .49$) with a description of **Fair** and interpreted as "*Low work productivity involvement.*" The SD is less than one that shows the employees' answers are not so dispersed in the distribution.

Table 5. Level of Work Productivity Involvement

Work Productivity Involvement	Mean	Std. Deviation	Description
A strong employee organization makes the employees' participation more effective.	3.26	.71	Good
The satisfaction of the employee's involvement in the school instructional and management operations for productivity	2.97	.30	Good
The view of the teachers/employees' participation in management tends to promote	2.68	.68	Good
The number of years working in the school.	2.00	.79	Fair
The need for involvement in the school instructional activity.	1.97	.17	Fair
The teachers'/employees' participation builds better relationships to increase productivity.	1.09	.39	Fair
The agreement with the management decision on employees' involvement in the institutional productivity	2.62	.49	Good
Suggestions that would make for effective employees' participation in instructional management for improving institutional productivity	2.62	1.07	Good
The school provides full information regarding the operation and development achievement of the school.	2.47	.51	Good
The suggestion to the management to increase productivity.	2.06	.55	Fair
The thoughts of employees' involvement in productivity help to solve the grievances of employees in an efficient manner	2.00	.00	Good
The thoughts of employees' disputes are resolved with the help of employees' involvement	2.00	.00	Good
The response of the management to the employees' participation for increasing productivity.	1.97	.67	Fair
The employees reward with their suggestions for increasing productivity.	1.71	.46	Poor

The same Table 5 above shows the degree of work productivity involvement. The results revealed the highest mean in the work productivity involvement ($M = 3.26$, $SD = .71$), which says, "*Strong employees' organization makes the employee's participation more effective.*" The lowest mean ($M = .97$, $SD = .17$) stated, "*The need for involvement in the school instructional activity.*" This finding was corroborated by the study of Almaamari et al. (2021) that as for organizational culture, it was found that conflict, solidarity, creativity, and goal clarity are the most potent factors that influence productivity.

Correlations of OCB, Work Engagement, and Work Productivity Involvement

Table 6. The Correlation of OCB and Work Productivity Involvement

Correlations			
OCB vs WPI		OCB	WPI
OCB	Pearson Correlation	1	.446**
	p-Value		.008
	N	34	34
WPI	Pearson Correlation	.446**	1
	p-Value	.008	
	N	34	34
**. Correlation is significant at the 0.01 level (2-tailed).			
Decision:		Significant	

Table 6 above used the Pearson rho (r) moment of correlation; since the p-value or computed value is $0.008 < 0.05$ alpha significance level, the organizational citizenship behavior is significant to work productivity involvement. The null hypothesis is rejected, and the alternative hypothesis is accepted. The correlation coefficient, the r-value, is 0.446 and has a positive moderate monotonic association. It means that OCB and WPI are significantly correlated with each other. It implies that the WPI will also be strengthened as OCB is enhanced. Further emphasizing OCB's development and best practice in the workplace would lead to the most excellent WPI activities

Table 7. The Correlation of Work Engagement and Work Productivity Involvement

Correlations			
WE vs WPI		WE	WPI
WE	Pearson Correlation	1	.283
	p-Value		.105
	N	34	34

WPI	Pearson Correlation	.283	1
	p-Value	.105	
	N	34	34
Decision:		Not Significant	

In Table 7 above, also using the Pearson rho (r) moment of correlation, since the p-value or computed value is $0.105 > 0.05$ alpha significance level, work engagement is not significant to work productivity involvement. The null hypothesis is accepted that there is no significant relationship between work engagement and work productivity involvement. The correlation coefficient, the r-value, is 0.283, which has a weak positive association. It means that WE and WPI are not correlated to each other. It implies that WE and WPI are independent of each other. The finding contradicts the study of Hanaysha (2016), which indicated that work engagement had a significant positive effect on employee productivity.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

Conclusions derived from the above results and findings are as follows:

The organizational citizenship behavior-personal (OCB-P) is at a Low level. The organizational citizenship behavior-organizational (OCB-O) is at the Moderate level. The overall organizational citizenship behavior (OCB) is at a Moderate level. The work engagement absorption of the employees is leveled at a Very High level. The work engagement-dedication of the employees is leveled at a Very High level. The work engagement-vigor of the employees is at a Very High level. The overall work engagement is at a Very High level. The work productivity involvement is described as Fair. Organizational citizenship behavior is significant in productivity involvement. Moreover, work engagement is not significant with productivity involvement.

Recommendations

The following recommendations of the study are forwarded.

In educational institutions, organizational citizenship behavior must be included as competency, particularly in the subjects of graduating students, to foster the skills and learn for future workplace employment. This is to give training to support workers' welfare so that they are considered vital persons in the organization. In the organizational setup, various personality development seminars and training must be conducted to enhance the employees'

personality behaviors, particularly on OCBO and OCBP, to foster strong camaraderie. The employees' work engagement program must be crafted in the organization, company, or academe. It ensures that workplace work engagement- absorption skills, expertise, knowledge, and experiences are rejuvenated. The work productivity involvement program is being enhanced and promoted because employees are encouraged to actively engage and participate in the organization's management and decision-making meetings and discussions. It is further recommended that employee involvement programs center on various activities and training on teachers'/employees' participation in the institution's management as well as the reward enhancement program that is open to suggestions for increasing productivity. And these are done through open communication, transparency, suggestion boxes, and selective participation that need to be implemented to boost employee involvement, thereby promoting work responsiveness and productivity.

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