

Organizational Citizenship Behavior and Level of Quality Service Amidst Pandemic

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ABSTRACT

The study aimed to determine the relationship between organizational citizenship behavior and level of quality service amidst pandemic. The independent variable of the study is organizational citizenship behavior with indicators of sportsmanship, helping behavior and civic virtue. On the other hand, the dependent variable of the study is level of quality service with indicators of communication, responsiveness and competency. The researchers used descriptive correlation method and convenience sampling in determining the number of respondents and statistical tools were Mean and Pearson-r. The result of the computation using the R-value is

0.471 which is associated with the significant value of (0.004) of p-value which is less than the alpha of 0.05. Moreover, null hypothesis is rejected since the p-value is less than 0.05. It means that there is a significant relationship between the two variables. It implies that organizational citizenship behavior in terms of sportsmanship, helping behavior and civic virtue have an impact on level of quality service in terms of communication, responsiveness and competency. In other words, organizational citizenship behavior can affect level of quality service amidst pandemic by boosting morale among the employees thus, increases people's levels of work meaningfulness. Fostering cooperation between coworkers, and create a positive working environment, which can lead to improved customer service and attain customer rating whether pandemic or endemic situations.

Keywords: Organizational Citizenship Behavior and Quality Service

INTRODUCTION

Background of the Study

In today's issue, every business has to meet the challenges for its growth and development where employees are the key source to meet the business objective. The organization's success depends on the quality of service of the employees. Thus, organizational citizenship behavior and quality service is an essential factor to cope up with this circumstance as possess internal perspective to understand thoughts, feelings and needs of every individual providing better performance and improved attituded to meet the standard needs of customer. When an employee does organizational citizenship behavior voluntarily, even though it is outside of his responsibilities, it will improve his performance. The main problem is that no quality of service rendered when organizational citizenship behavior is stable.

The importance of service quality does not merely demonstrate through customers' loss, but by doing it

correctly it brings substantial benefits such as: reducing its operating costs, narrowing buying barriers and further boosting sales (Sherman, 2019 as cited by, Vu, T., 2021, p. 8). Most government agencies encountered issues on quality of service among its clients due to the failure of meeting expectations in dealing with services that affects organizational goal.

Organizational citizenship behavior enhances organizational efficiency by increasing production, improving the quality of service provided, raising client satisfaction, or decreasing customer complaints (Podsakoff, MacKenzie, Paine, and Bachrach, 2000, as cited by, Acaray and Akturan, 2015, para. 3).

Organizational citizenship behavior, to name a few, can include being exceptionally courteous to customers, providing service quickly and with extreme care, speaking up for customers, and getting involved in issues that affect them (Ma and Qu, 2011; Lam and Mayer, 2014, as cited in Lavee and Pindek, 2020, para. 5). Moreover, if employees have a positive attitude and caring and make sure that every customer gets needed attention and the customers feel valued it, therefore, would mean that their expectations are met and lead to improving the quality of the service provided (Mmutle and Shonhe, 2017 as cited by, Ratnayaka et al., 2019, p. 3).

According to the researchers, there is a limited study about organizational citizenship behavior and quality of service amidst the pandemic in Panabo City, in establishing a research gap. The researchers, therefore, decided to conduct a survey similar to the variable mentioned above as a result of this factor. Moreover, these factors convinced the researchers to investigate this study.

It is this kind of organizational citizenship behavior that allows one to best express oneself within an organization. Essentially, it refers to all positive and constructive actions and behaviors that employees exhibit within an organization, even though they are not listed in their formal job description. These actions and behaviors determine how employees behave within the organization, which ultimately affects the business as a whole.

It is the researcher's goal to assess how organizational citizenship behavior impacts others when this study is completed. Using the findings, employees and researchers would be able to improve the organization's quality of service and demonstrate the importance of organizational citizenship behavior.

This study is interconnected with Organ (1988) theory, which is cited by Raineri, Paillé, and Morin (2012, p. 156) It is stated that, the effective forms of organizational citizenship behavior derived from the dimensions developed are helping behaviors, civic virtue, and sportsmanship. On the other hand, (Parasuraman, Zeithaml, and Berry, 1985; Alarussi, 2016, p. 118) stated that the quality service includes communication, responsiveness, and competency.

This study is anchored on the theory of Parasuraman (2004) who discussed that the organizational citizenship behavior of employees is important for many businesses to meet the challenges for growth and development which is indicated by sportsmanship, helping behavior and civic virtue which increases the quality service of the company. The study is further supported by the theory of Podsakoff (2000) who stated the idea that there is a need for sportsmanship, helping behavior and civic virtue of employees in order to determine the level of employees' quality service in a specific organization as to collaboration and involvement.

The independent variable of this study is organizational citizenship behavior, which was described using three dimensions: sportsmanship, helping behavior, and civic virtue. The first indicator *sportsmanship* reflects an image of uncomplainingly accepting the responsibilities and inconveniences that come with work or the employees who are amenable to resist hardships in the workplace which are intended to improve the organization, and abstaining unnecessary complains criticism. Secondly, there is *helping behavior*, which

involves voluntary actions to help others, regardless of reward and establishes helping others with work related problems or defusing interpersonal disagreements. Lastly, *civic virtue* is an indicator of organizational citizenship which promotes a sense of community and camaraderie within the organization and further refers to referring to keeping abreast of, and participating in the life of company. It is also commending in a responsible acclimate to the good governance of an organization. Ultimately, this leads to a higher level of job satisfaction and improved performance. On the other hand, the dependent variable described along three dimensions: communication, responsiveness, and competency. The indicator *communication* is one of the first quality service indicators that help build client-employee relationships and keeps employees engaged, it does possess quality service to customer in a language they can understand. As a second factor, *responsiveness* can be viewed as a willingness to assist customers and provide prompt service. In addition to knowledge, skills, and attitudes, competency is the third indicator that indicates an individual's effectiveness on the job. To focus on delivering quality service to customers, organizations emphasize 'customer focus' *competency* that means the repossession of the required skills and knowledge to perform the service.

In organizational citizenship behavior is individual behavior that is not explicitly acknowledged by the formal reward system, which will impact more effective organizational functions (Desky, Mukhtasar, Ariesa, Dewi, Fahlevi, and Nur 2020; Kotamena, Senjaya, and Prasetya 2020; Francisco and Saoloan 2021 as cited by Firmansyah et al., 2022, para. 5). Praditya added the same opinion (2020) as Purwanto (2022), which Firmansyah et al. (2022, para. 5) cited. Defines Organizational citizenship behavior is desirable behavior that goes beyond explicitly stated organizational citizenship behavior and enhances the efficient functioning of the organization even if it is not formally required of employees (Sa'adah and Rijanti 2022, as cited in Firmansyah et al., 2022, para. 5). organizational citizenship behavior is an emphatic behavior to the part of employee that certainly encourages an effective functioning to the organization. This means that every individual supports each other in order to achieve the organizational success. Therefore, organizational citizenship behavior involves every decision in reproducing work and reinventing existing process to make the employees independent and productive.

Readings from the different sources here in Philippines and abroad are summarized in accordance with the topics and hereby presented to provide better background insights.

Organizational Citizenship Behavior. explained that the behavior may an enforceable role in a certain employee of an organization; that is, manifestly specifiable for the person's employment. This means behavior may diverge in the person's personal choice. Thus, there is a need for sportsmanship, helping behavior and civic virtue in order to determine the level of employees' quality service in a specific organization. Therefore, employee's behavior is the voluntary commitment to a certain organization which measure's task dedication. Furthermore, discussed that organizational citizenship behavior's effects on organizational performance needed for maintenance of daily operation in the organization. It means that it will help to strengthen the ability for the organization to attract and retain skillful employees, Podsakoff (2004).

Sportsmanship. As cited Demerouti, E., & Cropanzano, R. (2017) explained that employee's sportsmanship is willingness to accept any distinguish situations without complaining. Thus, competitive spirit of an individual is vital behavior in pushing themselves every day that reflects the lives of an individual in a certain organization. Therefore, it leads everybody's behavior to attain good life, good health, good behavior and a good heart individual. On the other hand, good sportsmanship behavior is an honor for an individual that have earned and received great success. It means that everybody should strive to learn for success, not to hate and belittle one's success.

Therefore, good sportsmanship can build good relationship within individual that will help to a healthy organization in order to attain greater success all throughout their career in terms of quality service.

Helping Behavior. This means that helping behavior in the workplace may characterized by gumption or prudent assistance to others. Thus, it is an important and probably desirable behavior to obtain for certain employee to take own initiative to collaborate with their co-employees to provide quality service Organ, Podsakoff, & Mackenzie (2006).

Civic Virtue. As Inamura (2015) explained that it is a set of virtue aimed to a specific object that leads in the common good. Good citizen in a certain organization carries the fulfillment of some preceding objectives through the individual's effort to obtain better life. It means, this behavior increases protection and social security to live comfortable and happy living. Therefore, civic virtue will help an individual to protect the stability including health cautions to a particular state or institutions. Thus, civic virtue has different dispositions which cannot be combined but must necessarily to be combined depending on a certain situation.

Quality Service. As asserted by Wilson (2008), that quality service has been proven to be the best determinant of customer satisfaction when it comes to service sectors. But Gera (2011) discussed on the other hand, that quality service should be value for the customer's satisfaction and behavioral intention that implies their importance. It means that a company will offer quality service to reach more customers. Therefore, quality service depends on the type of service being delivered as it differs in the practices of some various organizations.

Communication. Fowler & Manktelow (2005) explained that communication has potential to create misunderstanding and confusion in relaying messages which consists of sender and receiver. The misunderstanding and confusion will lessen when you are an effective communicator. It means that well planned communication process will eliminates barriers for a certain employee particularly in providing quality service. Therefore, communication is one factor that is essential to a certain organization to avoid difficulties for employee's communication in providing quality service. Therefore, communication is significant concept and process affecting employees' attitudes or behavior upon providing quality service.

Responsiveness. Organizational responsiveness is a concept that runs throughout in an organization's action to every individual to face a changing environment that leads the company to innovate, apprehend business opportunities, maintain sort dynamics, adapt, and act proactively. So, it is one of the organizational performance antecedents in providing quality service that a certain organization offers to satisfy the customer's need Hult, Ketchen & Slater (2005)

Competency. Hay Group (2004) explained that an organization's best source of competitive advantage lies on the employees. It means the strategies, business models, products and services can be mocked by competitors, but talented and competent employees represent a sustainable asset in the company. Moreover, effective and competent employees will continuously improve in both public and private organizations because of the rapidly changing environment. Therefore, competent employees are the main resource of an organization in acquiring a competitive advantage in terms of providing quality service. It means that competency allows an individual to perform task within a specific function or a job. Therefore, competency is an important skill for every employee in the organization terms of providing quality service.

Before the COVID-19 outbreak, Employees' awareness of the disease's risks can influence their attitudes and behaviors, such as organizational citizenship behavior, which is defined as employees' voluntary and creative actions outside of the formal requirements of their job roles to contribute to the development of a long-lasting and prosperous organization. In line with this, many researchers have stated that these social

and economic crises will inevitably lead to long-term organizational changes. The concept of this could be threatening to employees and their sense of job security which is defined as the feeling of intimidated by the prospect of unemployment or a reduction in the quality of their job in the future (Frone, 2018; Meyer, Morin, and Wasti, 2018, Murphy, Burton, Henagan, and Briscoe, 2013 as cited in Vu, Vo-Thanh and Nguyen, N.P., Nguyen, D.V., and Chi, 2022, para. 2). One of the strategies of service organizations that can be used to obtain competitive advantages is to improve the quality of the services that are provided to the customers (Wong & Shoal, 2003; Dominic, Goh, and Chen, 2010; Desfitrina, Zulfadhli, and Widarti, 2019 as cited in Ratnayaka et al., 2019,

1. 2). Increasing competition in the service industry and changing customer expectations of service cause service organizations to provide quality service to remain in the competitive market (Kandampully, 1998; Wu and Ko, 2013; Wijethunga, 2016 as cited in Ratnayaka et al., 2019, p. 2). Moreover, if employees have a positive attitude and caring and make sure that every customer gets needed attention and the customers feel valued it, therefore, would mean that their expectations are met and lead to improving the quality of the service provided (Mmutle and Shonhe, 2017 as cited by, Ratnayaka et al., 2019, p. 3).

Furthermore, COVID-19 has spread worldwide; as can be seen, these pandemic forces certain modifications in organizational management. Investigating the influence of the pandemic on employee well-being and work performance has become a key topic during this time. Governments, organizations, and employees are adjusting and finding a way to still perform their job and satisfy every person or customer who needs their help. Rubogora (2017), which Citra, Setiono, Pangaribuan, and Ambarwati (2021, p. 12) cited, found that the quality of service directly affects customer trust significantly means the better the service quality provided, the higher the customer's trust.

This study aims to determine organizational citizenship behavior and the level of quality service amidst the pandemic. Specifically, it sought answers to the following questions: (1) What is the level of organizational citizenship behavior in sportsmanship, helping behavior, and civic virtue? (2) What is the level of quality service in terms of; communication, responsiveness, and competency? (3) Is there any significant relationship between organizational citizenship behavior and the level of quality service amidst the pandemic? This study tested the null hypothesis at 0.05 significance that there is significant relationship exists between organizational citizenship behavior and level of quality service amidst pandemic.

METHOD

This section of the study describes in detail how the study was carried out, as well as the method and procedure used in this study. This presentation included the presentation of the research design, research subject, and research procedures of the study.

Research Design

The researchers used the descriptive-correlation method (Creswell, 2009), it means testing objective theories by examining the relationship among variables. These variables, in turn, can be measured typically on instruments, so that numbered data can be analyzed using statistical procedures. This study used descriptive method because it is designed to describe the level of the two variables and correlation method because it establishes the relationship between organizational citizenship and quality service of selected employees of the City's Administrator's Office.

Research Subject

The participants of the study consisted of the regular employees and the selected employees of the City's

Administrator's office. Those respondents who met the criteria of being city administrator employees and were designated in Panabo City are eligible to participate in the study. On the other hand, those who did not meet these criteria are ineligible to participate. There were (3) selected offices who met the criteria and participated the study. There was a total of 36 population in the city administrator's office who were the employees' respondents of this study.

The researchers met all these sample sizes from the different department.

Research Instruments

The researchers adapted a questionnaire containing two sets of questionnaires about this study. The first set of questionnaires was taken from Raineri, Paille', and Morin (2012, p. 33), which determines the level of organizational citizenship behavior using three indicators sportsmanship, helping behavior, and civic virtue. Another set of questionnaires was adapted from the study of Kumar, Kee, and Charles (2010, p. 358), Hayase (2009, p. 69), Suciptawati, Paramita, and Aristayasa (2019) to assess the level of quality service of employees such as communication, responsiveness, and competency. The data have been collected using the structured questionnaire to measure the effects of relationships and the commitment to organizational citizenship behavior and how it affects their quality of service as an employee amidst the pandemic. At large, this set of questions included information about the respondent's attitude, organizational citizenship behavior, and their level of quality service that was gathered, calculated by the statistician, and interpreted by the researchers.

The researchers established measures to assess the contracts. The scales that will determine the level of organizational citizenship behavior in city's administrator office in Panabo City is as follows: (1) the scale of 4.21– 5.00 is considered as strongly agree, which means the level o organizational citizenship behavior is always practiced; (2) the scale of 3.41–4.20 is considered to agree, which means that the level of organizational citizenship behavior is often practiced; (3) the scale of 2.61–3.40 is considered as neutral, which means that the level of organizational citizenship behavior is sometimes practiced; (4) the scale of 1.81–2.60 is considered as disagree, which means that the level of organizational citizenship behavior is less practiced; (5) the scale of 1.00–1.80 is considered as strongly disagree, which mean that the level of organizational citizenship behavior is not practiced.

The scales that will determine the level of service quality in city's administrator office in Panabo City is as follows: (1) the scale of 4.21–5.00 is considered as strongly agree, which means the level of service quality is always practiced; (2) the scale of 3.41–4.20 is considered to agree, which means that the level of service quality is often practiced; (3) the scale of 2.61–3.40 is considered as neutral, which means that the level of service quality is sometimes practiced; (4) the scale of 1.81–2.60 is considered as disagree, which means that the level of service quality is less practiced; (5) the scale of 1.00–1.80 is considered as strongly disagree, which mean that the level of service quality is not practiced.

Research Procedure

The research was done in September 2022. Students' respondents were determined using the computed sample size. Student respondents were selected using the calculated sample size. The conduct of the study is through a questionnaire for the quantitative phase. The survey was conducted. The study involved only those employees who work at the city administration office. There was a total of 36 employees who responded through questionnaire interview questions.

Moreover, this study went through a two-month process starting from preparing the research instrument, which included the questionnaire validation. Next, the researchers wrote a letter to conduct the study addressed to the three department office heads since the City's Administrator office has three departments:

tourism, PESO, and investment. Each employee was given a questionnaire to answer the survey. After acquiring the questionnaire from the respondents, the researchers immediately tailed the collected data from the respondents and subjected it to statistical analysis. This way, the researchers knew a great deal of information from their respondents. The statistical tools that were used in the study are the following: (1) Mean was used to determine the level of organizational citizenship behavior and quality service among selected clients amidst the pandemic, and (2) Pearson-r was used to determine the significant relationship between organizational citizenship behavior and level of quality service among selected clients amidst pandemic.

RESULTS AND DISCUSSION

This section deals with the presentation, analysis, and interpretation of data relevant to the queries on the problem statement. The researchers presented the gathered data in tabular and textual forms with corresponding logical descriptions of the result.

Level of Organizational Citizenship Behavior among selected employees in City Administration Office

The level of Organizational Citizenship Behavior is measured in terms of sportsmanship, helping Behavior, and civic virtue measure organizational citizenship behavior. The evaluations are based on a 24-item question in an indicator linked to organizational citizenship behavior in a selected City Administration Office employee. Table 1 shows that the grand mean for organizational citizenship behavior among the chosen employees is 3.58, which is considered high. It is depicted in the indicator sportsmanship has moderate level and further shows item number 1 got the lowest item depicted

which is moderate “*I focus on what is wrong with the agency rather than the positive side of it*”. This implies that sportsmanship is an understanding of human development which educe a good relationship with people and social institutions that encourages achieving desired goals.

Table 1. Level of Organizational Citizenship Behavior

Variable	Overall Mean	Description
Sportsmanship	3.30	Moderate
Helping Behavior	3.59	High
Civic Virtue	3.85	High
Grand Mean	3.58	High

It means that sportsmanship truly means is to simulate of just being nice to a certain individual in the organization. Therefore, it is essential to understand good sportsmanship’s habitual devotion in order to integrate and innovate educational manner in terms of providing quality service. Furthermore, organizational citizenship behavior benefits both levels, individual and organization which will result in the effectiveness of the individual and covers the overall organizational effectiveness (Romlee, Talib, & Shahuri, 2016; Vivek, 2016 as cited in Idrus, Idris, Omar, Anuar, & Ariffin, 2019, p. 4).

The generated overall mean score was based on the mean score of 3.30 or moderate for sportsmanship. This explains that a person who has a high level of sportsmanship will improve a positive climate among employees, in which they tend to be more polite and cooperate with others, which will create a more enjoyable work environment (Shin, Kim, Choi, Kim, M., & Oh, 2017, as cited in Pradana, Fakhri, Khairin, & Gilang, 2018, p. 92). The generated overall mean score was based on the mean scores of helping behavior of 3.59 or high. As explained before, organizational citizenship behavior is a form of behavior that is an

individual's choice and initiative, unrelated to the organization's formal reward system but aggregated, enhancing organizational effectiveness (DiPaola and Tschannen-Moran, 2014; Lam, Liang, Ashford, and Lee, 2015, as cited in Pradana et al., 2018, p. 92).

Moreover, the generated overall mean score was based on the mean scores of 3.85 or high for civic virtue. DiPaola and Tschannen-Moran (2014), which Pradana et al. (2018, p. 92) cited. Organizational citizenship behavior also relies on courtesy, which is maintaining good relations with colleagues to avoid interpersonal problems, and civic virtue, behavior that indicates responsibility for corporate life (following changes in the organization, taking initiatives to recommend how operations or organizational procedure can be improved, and protecting resources owned by the organization).

Level of Quality Service among selected employees in City Administration Office

Table 2 shows the Level of Quality Service among selected employees in City Administration Office were evaluated using a 24-item questionnaire. The table 2 depicted a grand mean of 4.51, with the descriptive equivalent of very high, meaning that the selected clients can practiced good quality service amidst the pandemic as supported by Berlas and Gabcova (2014), which is cited by Suciptiwati, Paramita, & Aristayasa (2019, para. 2). On the other hand, the table showed the lowest item 3 in the indicator communication got 4.14 lodged a described equivalent of High which states that "Top management is providing you with the kinds of information you really want and need".

Table 2. Level of Quality Service

Variable	Overall Mean	Description
Communication	4.22	Very High
Responsiveness	4.75	Very High
Competency	4.56	Very High
Grand Mean	4.51	Very High

It implies that good service quality leads to customer satisfaction and makes the firms more competitive in the market. High service quality can be achieved by identifying problems in service and defining measures for service performance and outcomes as well as customer satisfaction.

Moreover, service quality can be defined by examining the differences between expected and perceived service. In addition, organizations can develop well if all existing employees can create and maintain a commitment to the work done. So that the quality of service provided to customers can give satisfaction for consumers (Khan & Fasih, 2014, as cited in Man, Eka J, & Harto, 2019, para. 1).

Illustrated in Table 2 is the summary of the level of quality service. The results revealed a grand mean rating of 4.51, labeled as very high, indicating that selected clients in the City Administration Office quality of service has been often observed. The score was extracted from the overall mean score of 4.22, or very high for communication. According to Sari (2016), which Ramadhini and Manafe (2022, p.175) cited, that communication is the most essential key to building a good relationship between individuals. In our daily lives as humans, we should communicate, and in the work world, communication is very important to achieve company goals (Rifai'i, 2019, as cited in Rimadhini and Manafe, 2022, p. 175). In a company, communication is vital in forming a harmonious relationship.

On the other hand, the overall mean score for responsiveness with a high rating of 4.75 indicates very high. Saad Andaleeb & Conway (2006), which Man et al. (2019, para. 9) cited, states that responsiveness

positively affects consumer satisfaction. This means that the higher the responsiveness, the more willingness and speed of employees to provide services to customers without having to be asked by customers, and customer satisfaction will increase. Moreover, the overall mean scores for competency with a rating of 4.56 indicate very high. Employee competency has influenced employee performance.

The higher the competency of employees and the demands of work, the performance of employees will increase because competent employees will use the ability and willingness of the fast to overcome the problems of work facing, does the job quietly and with confidence, see work as an obligation that must be done sincerely and openly improve the quality through the learning process. Psychologically, this will provide a meaningful work experience, and a sense of personal responsibility regarding the results of the work carried out, which in the end, will improve employee performance. This was supported by Martin (2012), Ainsworth, Murray, Smith, Millership (2012), Harris (2014), Darma (2013), Spencer and Spencer (2009), Soetjipto (2014) and Becker, Brian, Huselid, and Ulrich (2012) which Bagia and Cipta (2019, p. 162) cited, who said that the competency has a positive influence on employee performance. This depicts that the selected clients often observed in most of the quality service that is affected in terms of communication, responsiveness, and competency, the study's dependent variable.

Significant Relationship between Organizational Citizenship Behavior and Level of Quality Service among selected clients amidst pandemic.

Table 3 shows a significant relationship between organizational citizenship behavior and the level of quality service among selected clients amidst the pandemic, with an r-value of 0.471 and a P-value of 0.004, indicating a significant result at 0.05 level. Thus, the null hypothesis is rejected. This indicates that the result implies that there is a significant relationship between organizational citizenship and the level of quality service.

Table 3. Significant Relationship between Organizational Citizenship Behavior and Level of Quality Service among selected among clients amidst pandemic

Variables	Standard Deviation	Mean	Description	r- value	P-value	Decision on Ho @ 0.05 level
Organizational Citizenship Behavior	0.90	3.58	High	0.471	0.004	Ho is rejected
Quality Service	0.63	4.51	Very High			

It implies that, during the pandemic, there is a significant relationship between organizational citizenship behavior and quality service among the selected client. The willingness of employees to engage in organizational citizenship behavior has been discovered to improve customer satisfaction and service quality (Syed, Shahid, & Qadar, 2018, as cited in Huang, Qiu, Yang & Deng, 2021, para. 2). This study is based on the theory of Parasuraman et al., (2004) who explained that the organizational citizenship behavior of employees is important for many businesses to meet the challenges for growth and development which is indicated by sportsmanship, helping behavior and civic virtue which increases the quality service of the company.

CONCLUSIONS AND RECOMMENDATION

This section presents a summary of the findings and the researcher's conclusions and recommendations based on the results of the study.

Summary of Findings

The findings of the study are the following:

1. The mean ratings obtained by the level of Organizational Citizenship Behavior got the grand mean of 58 which is interpreted as practiced.
2. The mean rating obtained by the level of Quality Service got the grand mean of 51 which is always practiced.
3. The r-value is 0.471 and is associated with the P-value of 0.004 which is less than 05 level of significance. Thus, the null hypothesis is rejected.

Conclusions

The following conclusions are drawn based on the findings of the study:

1. The Level of Organizational Citizenship Behavior is
2. The level of Quality Service is Very
3. There is significant relationship between the Organizational Citizenship Behavior and the Level of Quality Service among selected clients amidst the pandemic.

Recommendations

Based from the findings and conclusions, the following recommendations are offered:

1. The top management should make an effort to get to know her/his team members involving (sportsmanship) as undertaking and the employees' enthusiasm for the profession, the employer, and the desire to produce positive results on organizational citizenship behavior. Instead of having employees focus on the negative things, workers were advised that too see the brighter and positive side of the company to attain its
2. Communication is vital in any organization and possess quality service if it is executed in the Top management of the Local Government Units (LGU) should provide correct instructions/ information that enhances, human resource capability and employee performance by promoting greater communication using freedom to share quantifiable information.
3. The study indicates that organizational citizenship behavior affects their level of quality service, this will be useful for future researchers that aim to comprehend why employees are unable to carry out their responsibilities effectively to meet the standards for quality service that are appropriate for Also, this research can be their bases as an existing idea for their future study that can hand precise information a springboard for another study.

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