

School Culture, Quality of Work Life, and Interpersonal Support: A Structural Equation Modeling on the Organizational Citizenship Behavior of Secondary School Teachers in Region XII

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Educators play a critical role in shaping students' futures, but their impact extends beyond simply fulfilling job descriptions. Their willingness to go an extra mile, known as Organizational Citizenship Behavior (OCB), significantly influences student learning and school success. Despite the incomparable dedication and commitment of many teachers, several problematic situations hinder their OCB. This study investigated the factors influencing OCB among secondary school teachers. It aimed to assess the level of school culture, quality of work life, interpersonal support, and OCB among teachers; examine the relationships between these factors; and determine the best-fit model for organizational citizenship behavior (OCB) of teachers. Using a quantitative approach with a sample of 400 professional secondary school teachers from the Department of Education, Region XII (SOCCSKSARGEN Region), the study employed standardized questionnaires and analyzed data through various statistical methods including Mean, Pearson Product-Moment Correlation, Multiple Regression Analysis, and Structural Equation Modeling. Results revealed a very high level of OCB, and high level of school culture, quality of work life, and interpersonal support of teachers. Significant relationships were also found between these factors with quality of work life and interpersonal support emerging as strong predictors of OCB. The best-fit model (Model 3) highlighted the importance of school culture (professional collaboration, affiliative collegiality, self-determination), quality of work life (training and development, organizational culture and climate, and work environment), and interpersonal support (tangible and appraisal support) in fostering OCB.

Keywords: Philippine Educational Management, Organizational Citizenship Behavior, School Culture, Quality of Work Life, Interpersonal Support, Structural Equation Model, Mindanao, Philippines/Asia